

Course Contents SBMS 2020

School of Business and Management Studies

Investment Analysis and Portfolio Management

Course Code: MGT-312

Course Name: Investment Analysis and Portfolio Management

Course Coordinator: Prof. Mohinder Singh

Credits: 4 Credits (One credit is equivalent to 10 hours of lectures (online or class room) / activities / contact hours; 5 hours of practical / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work/ obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Mode of Delivery: Online or Class Room (As per University Orders)

Course Outcome & Objective

The course is designed to understand the investments field as it is currently understood and practiced for sound investment decisions making. Provide an overview of investment management, finance theories applicable in managing investment. The course will cover mainly investment basics, types, objectives, process, investment risks & return, alternatives investment assets, overview of financial markets, valuation of financial assets, portfolio selection, evaluation, different portfolio optimization theories and review of investment portfolio.

In this context the main objectives of this course are:

- To provide a theoretical and practical background of investment environment
- Tools of Investment Analysis and Portfolio Management
- Application of these tools in designing and managing investment portfolio
- Evaluation and review of investment portfolio.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

Mid Term Examination: 25% (if allowed)

End Term Examination: 50% (if allowed)

Internal Assessment: 25% (based on assignment, attendance, class tests, Quizzes, discussion oral viva, Puzzles or case studies etc.)

Course Contents		
Unit	Topic	Duration
I	Investment: Background <ul style="list-style-type: none">• Investment Environment (Avenues and financial Markets)	5 Hours

	<ul style="list-style-type: none"> • Investment management process (Assets Allocation, Individual Investor life Cycle, Portfolio Management process, Policy statement, Investment Constraints) • Quantitative methods of investment analysis Return (historical or holding period return, expected return) Risks (types, measures and factors influencing risks, Absolute, relative, Real Risk-Free Rate) and relationship between risk and return 	
II	Investment Analysis-I (Fundamental Analysis) <ul style="list-style-type: none"> • Valuation of Bond and Equity Shares • EIC Framework, Economy Analysis • Industry Analysis and Company Analysis • Financial Statement Analysis 	10 Hours
III	Investment Analysis-II(Technical Analysis) <ul style="list-style-type: none"> • Technical Tools, Trend, Support and Resistance Level, Indicators, Moving Average, Charting Techniques and Efficient Market Hypothesis <ul style="list-style-type: none"> • Efficient Market Concept; Different forms of Efficiency, Random-Walk Theory, Market inefficiencies. Elliot Wave Theory Indicators of the Witchcraft Variety 	10 Hours
IV	Portfolio Management- Basics <ul style="list-style-type: none"> • Portfolio Construction, Phases, Analysis, Selection, Portfolio revision, Portfolio evaluation • Portfolio and Single asset Returns and Risk –Mean Variance Criterion – covariance – Beta (simple problems) • Portfolio Markowitz Model – simple Diversification – Risk and Return with Different correlation • Sharpe’s Single Index Model • Sharpe’s Optimal Portfolio – Construction of the Optimal Portfolio – Optimum Portfolio with short sales. 	8 Hours
V	Portfolio Management- Evaluation <ul style="list-style-type: none"> • Capital Asset Pricing Model (CAPM) – Security Market Line and Capital Market Line • Arbitrage Pricing Model (APT) • Portfolio Performance Models – Sharpe’s Ratio, Treynor’s ratio, Jensen’s ratio • Application of Portfolio Performance Measures • Portfolio Selection, Evaluation and Revision • Factors affecting the use of Performance Measures • International Portfolio Investment 	7 Hours

Prescribed Text Books:

1. Punithavathy **Pandian**, *Security Analysis and Portfolio Management*, Vikas Publications Pvt. Ltd, New Delhi. 2001.
2. Prasanna Chandra (2012). *Investment Analysis and Portfolio Management*, Third Edition, Tata McGraw Hill, New Delhi.
3. Frank K. **Reilly** and Keith C. **Brown**, *Investment Analysis and Portfolio Management*, 10th Edition, South-Western Cengage Learning, USA (visit www.cengage.com)
4. Donald E. Fischer and Ronald J. Jordan (2012). *Security Analysis and Portfolio Management*, Sixth Edition, Pearson, New Delhi.

5. K Sasidharan and Alex k Mathews (2012). *Security Analysis and Portfolio Management*, First Edition, Tata McGraw Hill, New Delhi.

Suggested Extra Readings:

1. M.Ranganatham and R. Madhumati (2012). *Security Analysis and Portfolio Management*, First Edition, Pearson, New Delhi.
2. V.K.Bhalla (2011). *Investment Management (Security Analysis and Portfolio Management)*, Seventeenth Edition, S. Chand, New Delhi.
3. V.A Avadhani (2011). *Investment Analysis and Portfolio Management*, First Edition, Himalaya Publishing House, New Delhi.
4. Suyash N Bhatt (2011). *Security Analysis and Portfolio Management*, First Edition, Wiley Publishing, New Delhi.
5. S.Kevin (2011). *Security Analysis and Portfolio Management*, First Edition, PHI Learning, New Delhi.

E- Resources

1. <https://nptel.ac.in/courses/110/105/110105035/>
2. <https://www.youtube.com/watch?v=ZKh5nV6Ziyc>
3. <https://epgp.inflibnet.ac.in/Home/ViewSubject?catid=6>
4. https://www.youtube.com/channel/UCL9No2CVecC_8WazyduwHaw
5. <https://www.youtube.com/playlist?list=PL40DFE1B0082CEC29>

MGT 415: Financial Reporting and Analysis

Course Code: MGT 415

Course Name: Financial Reporting and Analysis (FRA)

Course Coordinator : Mohinder Singh, Dr Manpreet Arora

Year of revision/Introduction: 2020

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group assignments, presentations, panel discussion, quizzes, local survey, etc.)

Course Objectives

The main objective of this course is to understand the content of financial reports, various tools or techniques a manager can apply to analyse financial statements and role of financial information in decision making. After completing this course students will understand,

- Nature, process, users, terminology of Accounting.
- Basic Accounting Rules and Standards
- Financial Reporting of a Company
- Tools or techniques for analysis of financial statements of a Company
- Cost Volume and Profit Analysis
- Budget and Budgetary Control System

Course Outcome: After doing this course students will understand the accounting, its process, rules, various annual reports prepared by a company as well as the analysis of accounting information and finally using the information in making rational business decisions.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully understand this course however a minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.

Evaluation Criteria

1. Mid Term Examination: 25% (50 Marks)
2. End Term Examination: 50% (100 Marks)
3. Continuous Internal Assessment: 25% (50 Marks)
 - a. Attendance 5%
 - b. Quiz 5%
 - c. Case study 5%
 - d. Presentation and problem solving 10%

Unit	Course Contents	Hours
I	Introduction to Accounting and Management Accounting	8

	<ul style="list-style-type: none"> • Introduction to Accounting, Need and Types of Accounting, Users of Accounting, Different Accounting Terms, • Basic Concepts and Conventions of Accounting. • IFRS and its applicability in India 	
II	Financial Statements and Annual Reports of A Company	
	<ul style="list-style-type: none"> • Introduction to Financial Statements, Type of financial statements • Understanding the Income Statement of a Company (Theoretical only) • Understanding the Balance Sheet of a Company (Theoretical only) • Understanding the Cash Flow Statement of a Company (Theoretical only) • Understanding the Annual Reports of a Company 	12
	Case Study: Understanding the Annual report of SBI or ONGC	
III	Analysis of Financial Statements of A Company	
	<ul style="list-style-type: none"> • Depreciation – Causes – Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method (Theoretical only) • Introduction to Financial Statement Analysis • Comparative, Common Size and Trend Analysis • Ratio analysis 	12
	Case Study: Analysis of Financial Statements of Infosys or Reliance	
IV	Cost, Volume and Profit Analysis	
	<ul style="list-style-type: none"> • Cost Accounting - Elements of Cost - Types of Costs and Cost Sheet • Marginal costing and Profit planning - Managerial applications of Marginal Costing • Marginal Cost Equation, Concept of Contribution, Uses of Contribution, P/V ratio, Break Even point, Make or Buy decisions 	4
V	Budgetary Control	
	<ul style="list-style-type: none"> • Budgeting for profit planning and control: Meaning of Budget and Budgetary control • Objectives; Merits and Limitations of Budgeting; • Types of budgets fixed and flexible budgeting; • Cash Budgeting • Zero Base Budgeting 	4

Prescribed Text Books:

1. Maheswari S.N. and Maheswari, S., (2018). A Textbook of Accounting for Management. Vikas Publication, New Delhi.
2. Gauba.S Lal., Jawahar (2018) Financial Reporting And Analysis, Himalayan Publishing House
3. C A Parveen Sharma, Ca Kapileshwar Bhalla (2019), Taxmann's Financial Reporting, Taxman
4. Charles Gibson (2012) Financial Reporting and Analysis, 3rd Edition), Cengage ISBN 978-1-133-18876-6
5. Eugene E. Comiskey And Charles W. Mulford, (2000), Guide To Financial Reporting And Analysis, Wiley
6. Mathur Satish B. (2011). Accounting For Management. Tata McGraw Hill Education Pvt. Limited, India.
7. Gupta Ambrish, (2012). Financial Accounting for Management: An Analytical Perspective. Pearson India.

Suggested Extra Readings

1. Khan, Jain, (2010). Management Accounting: Text, Problems and Cases. Tata McGraw Hill Education Pvt. Limited, India.
2. Hugh Coombs, Ellis Jenkins and David Hobbs, (2007).Management accounting: Principles and Applications. Sage South Asia Edition.

3. Anthony A. Atkinson, G. Arunkumar, Robert S. Kaplan, Ella Mae Matsumura, S. Mark Young, (2009). Management Accounting. Pearson Education.
4. Jiambalvo, (2011). Managerial Accounting. Wiley India.
5. Subramanyam K. R, (2020). Financial Statement Analysis, 11th Edition, Mcgraw Hill, India
6. Thomas R. Robinson, Elaine Henry, Et Al. (2016), International Financial Statement Analysis, Wiley

E Resources

1. https://zu.edu.jo/UploadFile/Library/E_Books/Files/LibraryFile_91615_13.pdf
2. https://onlinecourses.nptel.ac.in/noc20_mg22/preview
3. <https://nptel.ac.in/courses/110/101/110101131/>
4. <https://ncert.nic.in/ncerts/l/leac204.pdf>
5. <http://epgp.inflibnet.ac.in/Home/ViewSubject?catid=23>
6. <http://epgp.inflibnet.ac.in/>

Important Websites

1. <https://www.moneycontrol.com>
2. <https://www.business-standard.com/>
3. <https://economictimes.indiatimes.com/>
4. <https://www.icai.org/>
5. <https://www.screener.in/>
6. <https://www.sebi.gov.in/>
7. <https://www.nseindia.com/>
8. <https://icmai.in/icmai/>
9. <https://www.icsi.edu/home/>
10. <https://www.rbi.org.in/>

Lecture Plan			
Lectures No	Topics	Prescribed Text Book	Chapter No.
1,2	Introduction to Accounting and Management Accounting: Introduction to Accounting, Need and Types of Accounting, Users of Accounting	1&2	1
3,4	Different Accounting Terms, Basic Concepts and Conventions of Accounting	1&2	2
5,6	IFRS and its applicability in India	1&2	2
7,8	Financial Statements and Annual Reports of A Company: Introduction to Financial Statements, Type of financial statements	1&2	3-5
9,10	Understanding the Income Statement of a Company (Theoretical only)	1&2	7
11,12	Understanding the Balance Sheet of a Company (Theoretical only)	1&2	9
13,14	Understanding the Cash Flow Statement of a Company (Theoretical only)	1&2	10
15,16	Understanding the Annual Reports of a Company		
17,18	Case Study: Understanding the Annual report of SBI or ONGC	2 & 3	4,5&3
19,20	Analysis of Financial Statements of A Company Depreciation – Causes	2 & 3	
21,22	Methods of Calculating Depreciation – Straight Line Method, Diminishing Balance Method and Annuity Method (Theoretical only)	2 & 3	6
23,24	Introduction to Financial Statement Analysis Comparative, Common Size and Trend Analysis , Ratio analysis	2 & 3	10
25,26	Case Study: Analysis of Financial Statements of Infosys or Reliance	2 & 3	10
27,28	Cost, Volume and Profit Analysis: Cost Accounting - Elements of Cost Types of Costs and Cost Sheet ,Marginal costing and Profit planning - Managerial applications of Marginal Costing	2 & 3	11
29,30	Marginal Cost Equation, Concept of Contribution, Uses of Contribution,	2 & 3	11
31,32	P/V ratio, Break Even point, Make or Buy decisions	2 & 3	15
33,34	Budgetary Control : Budgeting for profit planning and control: Meaning of Budget and Budgetary control	2 & 3	9
35,36	Objectives; Merits and Limitations of Budgeting	2 & 3	9
37,38	Types of budgets fixed and flexible budgeting;	2 & 3	8
39,40	Cash Budgeting Zero Base Budgeting	2 & 3	15

Course Code	MGT 213
Course Name	Financial Management
Course Category	Compulsory Core
Course Coordinator:	Prof. Mohinder Singh, Dr Manpreet Arora
Credits	4 Credits (One credit is equivalent to 10 hours of lectures (online or class room) / activities / contact hours; 5 hours of practical / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work/ obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)
Mode of Delivery	Online or Class Room (As per University Orders)
Course Outcome	<p>Enable the students to understand basic concepts of Financial Management, Financial decisions, Financial markets, financial transactions, Financial Instruments, valuation of financial instruments and Risks and Returns involved in financial transactions. In this context the main objectives of this course are:</p> <ul style="list-style-type: none"> ➤ To ensure that students can apply financial management theories and techniques for decision making, more specifically in long term investment decisions, financing decisions and reallocation of financial resources for maximizing internal benefit and are able to adapt to factors affecting those decisions. ➤ To identify and evaluate appropriate sources of finance, their risks and costs
Attendance	Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination. But in case classes held through online mode requirement will be as per the university orders.
Evaluation Criteria	<p>Mid Term Examination: 25% (50 Marks)</p> <p>End Term Examination: 50% (100 Marks)</p> <p>Internal Assessment: 25% (50 Marks) based on assignment, class participations, tests, Quizzes, discussion oral viva, Puzzles or case studies etc.)</p>

Course Contents		
Unit	Topic	Duration
I	Financial Management: Basics <ul style="list-style-type: none"> • Finance Functions: Meaning and nature, • Financial Management : Meaning, Objectives and Scope Financial Goal: Profit Maximization Vs Wealth Maximization, Risk-Return Trade-off • Time Value of Money : Compounding and Discounting of Single and Multiple Cash flows 	5 Hours
II	Valuation of Financial Assets <ul style="list-style-type: none"> • Financial System : Market, Institutions, Players and Assets • Bond : Meaning, types and valuation methods • Preference Shares : Meaning, types and valuation methods • Ordinary Shares : Meaning, types and valuation methods 	8 Hours
III	Financial Decisions-I: Investment Decisions	10 Hours

	<ul style="list-style-type: none"> Investment Decisions: Meaning, Importance and Process of Investment Decisions Cash flows : Meaning, types, estimation and cash flow line Evaluation Criteria: Pay Back Period, ARR, NPV, IRR and PI 	
IV	Financial Decisions-II: Financing Decisions <ul style="list-style-type: none"> Cost of Capital : Meaning, Classification, Computation and Significance of Cost of Capital Capitalization : Meaning, under vs over capitalization Leverages : Meaning, Financial, Operating and Composite Leverage Capital Structure: Meaning, Forms, Theories of Capital Structure (NI, NOI, Traditional, Pecking order and M&M), Importance of Capital Structure and Optimal Capital Structure. 	12 Hours
V	Financial Decisions-III: Dividend Decisions <ul style="list-style-type: none"> Dividend : Meaning, types and Models (Walter's, Gordon's and Modigliani-Miller Model) Dividend Policy: Types of Dividend Policy, Factors and optimal Dividend Policy, Dividend Policy and Firm Value 	5 Hours

Prescribed Text Books:

- Pandey IM (2019) **Financial Management**, Tenth Edition, Vikas Publishing House, New Delhi.
- Horne & Dhamija (2014) Financial Management, Twelfth Edition, Pearson, New Delhi.
- Prasanna Chandra (2014) Financial Management, Eighth Edition, Tata McGraw Hill, New Delhi.

Suggested Extra Readings:

- Horne and Wachowich (2012) Financial Management, 13th Edition, PHI Learning, New Delhi.
- Brigham & Houston (2011) Fundamentals of Financial Management, Tenth Edition, Cengage Learning, Delhi.
- Rustagi (2011) Financial Management, Fifth Edition, Taxmann's, New Delhi.
- Kapil (2011) Financial Management, First Edition, Pearson, New Delhi.
- Parrino & Kidwell (2011) Fundamentals of corporate finance, First Edition, Wiley India Pvt. Ltd., New Delhi.
- Khan and Jain (2011) Financial Management (Text Problems and Cases), Fifth Edition, Tata McGraw Hill, New Delhi.
- Ross, Westerfield & Jordan (2012) Fundamentals of Corporate Finance, Ninth Edition, Tata McGraw Hill, New Delhi.

Web link

- https://www.youtube.com/watch?v=xoAceq_IKQA
- <https://efinancemanagement.com>

Lectures No	Topics	Prescribed Text Book
1,2	Financial Management: Basics Finance Functions: Meaning and nature,	IM Pandey

3,4	Financial Management : Meaning, Objectives and Scope Financial Goal: Profit Maximization Vs Wealth Maximization, Risk-Return Trade-off	IM Pandey
5,6	Time Value of Money : Compounding and Discounting of Single and Multiple Cash flows	IM Pandey
7,8	Valuation of Financial Assets Financial System : Market, Institutions, Players and Assets	IM Pandey
9,10	Bond : Meaning, types and valuation methods	IM Pandey
11,12	Preference Shares : Meaning, types and valuation methods Ordinary Shares : Meaning, types and valuation methods	IM Pandey
13,14	Financial Decisions-I: Investment Decisions Investment Decisions: Meaning, Importance and Process of Investment Decisions	IM Pandey
15,16	Cash flows : Meaning, types, estimation and cash flow line	IM Pandey
17,18	Evaluation Criteria: Pay Back Period, ARR, NPV, IRR and PI	IM Pandey
19,20	Financial Decisions-II: Financing Decisions Cost of Capital : Meaning, Classification, Computation and,	IM Pandey
21,22	Significance of Cost of Capital	IM Pandey
23,24	Capitalization : Meaning, under vs over capitalization	IM Pandey
25,26	Leverages : Meaning, Financial, Operating and Composite Leverage	IM Pandey
27,28	Capital Structure: Meaning	IM Pandey
29,30	Forms Theories of Capital Structure (NI, NOI, Traditional, Pecking order and M&M)	IM Pandey
31,32	Importance of Capital Structure and Optimal Capital Structure	IM Pandey
33,34	Financial Decisions-III: Dividend Decisions Dividend : Meaning, types and Models (Walter's, Gordon's and Modigliani-Miller Model)	IM Pandey
35,36	Dividend Policy: Types of Dividend Policy	IM Pandey
37,38	Factors and optimal Dividend Policy	IM Pandey
39,40	Dividend Policy and Firm Value	IM Pandey

Financial Derivatives

Course Code: MGT-411

Course Name: Financial Derivatives

Course Category: Elective Specialization (Finance)

Course Coordinator: Prof. Mohinder Singh

Credits: 4 Credits (One credit is equivalent to 10 hours of lectures (online or class room) / activities / contact hours; 5 hours of practical / Tutorial / teacher-led activity and 15 hours of

other workload such as independent individual/ group work/ obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Mode of Delivery:

Online or Class Room (As per University Orders)

Course Outcome:

The course is designed to make students understand the concept of derivatives as a risk management instrument. The subject will give students a better understanding of complex financial product used for hedging. It will make students efficient in the area of Financial Derivatives, giving them the knowledge of basics in Financial Derivatives, Future Markets, Option Strategies, etc. In this context the main objectives of this course are:

1. To Understand the students about the concept of Derivatives and its types
2. To acquaint the knowledge of Options and Futures and
3. To know about Hedging and the development position of Derivatives in India

Attendance:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination. But in case classes held through online mode requirement will be as per the university orders.

Evaluation Criteria:

Mid Term Examination: 25% (50 Marks)

End Term Examination: 50% (100 Marks)

Internal Assessment: 25% (50 Marks, based on assignment, class participations, tests, Quizzes, discussion oral viva, Puzzles or case studies etc.)

Course Contents		
Unit	Topic	Duration
I	Financial Derivatives: Background <ul style="list-style-type: none"> • Meaning, Features, Types of Financial Derivatives • Development and Growth of Derivative Markets, • Uses & Misuses of Derivatives • Players in the Derivative market • Understanding Interest Rates And Stock Indices 	5 Hours
II	Forward and Future Market <ul style="list-style-type: none"> • Forward Contract: Concept, Features and Classification, Forward Trading Mechanism • Future Contract: Concept, Features and Classification, Types and Trading Mechanism, Evolution of Futures Market in India, Specification of the Future Contract • Determination of Forward & Future Prices • Application of Futures Contracts 	10 Hours
III	Option - Basics <ul style="list-style-type: none"> • Option Meaning, terminology, Distinction between Futures and options and types of options, • Valuation of options; Binomial Option Pricing Model; Black-Scholes model for Call Options. • Basic Principles of Option Trading 	10 Hours
IV	Trading and Regulations of Derivatives <ul style="list-style-type: none"> • Futures and Options Trading System • Order Types and Conditions, Processing and Matching 	8 Hours

	<ul style="list-style-type: none"> • Criteria for Stocks and Index Eligibility for Trading & Charges • Clearing and Settlement 	
--	--	--

Prescribed Text Books:

1. Gupta S L. (2020), *Financial Derivatives, Theory, Concepts and Problems*, Second Edition, Eighteenth printing, PHI Learning, Delhi.
2. Sundram, Rangarajan K, (2013). *Derivatives, Principles and Practices*, McGraw Hill Education (India), Edition, Ninth Reprint 2020
3. Aron Gottesman, (2016), *Derivatives essentials : An introduction to forwards, futures, options and swaps*, : Wiley, USA
4. John C. Hull. (2018), *Fundamentals of Futures and Options Market*, Ninth Edition, Pearson India Education services Pvt. Ltd, Noida.

Suggested Extra Readings:

1. Parasuraman N R. *Fundamentals of Financial Derivatives*, Second Edition, Wiley India Pvt. Ltd., New Delhi.
2. Hull and Basu. *Options, Futures, and Other Derivatives*, Eighth Edition, Pearson, New Delhi.
3. Jayanth Rama Varma (2011). *Derivatives and Risk Management*, First Edition, Tata Mcgraw, New Delhi.
4. Chugh & Maheshwari (2011) *Financial Derivatives*, First Edition, Pearson, New Delhi.
5. Janakiramanan (2011) *Derivatives and Risk Management*, First Edition, Pearson, New Delhi.
6. Chance & Brooks (2011) *Derivatives and Risk Management Basics*, First Edition, Cengage Learning New Delhi.
7. McDonald (2013) *Derivatives Markets*, Second Edition, Pearson, New Delhi.
8. Bansal and Bansal (2010) *Derivatives and Financial Innovation*, Tata Mcgraw, New Delhi.
9. Bhalla, V.K, “Financial Derivatives”, Sultan Chand, New Delhi
5. *Commodities and Financial Derivatives*, Kevin, PHI
10. Mishra. B., Debasish, S.S. (2007), *Financial Derivatives*, Excel Books, ISBN-13 : 978-8174465726

Research Papers

- F. Black and M. Scholes “The Pricing of Options and Corporate Liabilities,” *The Journal of Political Economy* 81, no. 3 (1973): 637–659 and
- R. C. Merton, “Theory of Rational Option Pricing,” *Bell Journal of Economics and Management Science* 4, no. 1 (1973): 141–183.

E- Resources

6. <https://www.ijser.org/researchpaper/Development-of-Financial-Derivatives-Market-in-India-and-its-Position-in-Global-Financial-Crisis.pdf>
7. <https://www.nseindia.com/resources/publications-indian-securities-ismr>
8. <https://efinancemanagement.com/derivatives/>
9. <https://nptel.ac.in/courses/110/107/110107128/>
10. <https://www.bis.org/statistics/derstats.htm?m=6%7C32%7C71>
11. <https://www.fia.org/>
12. <https://www.nseindia.com/market-data>
13. https://www.icai.org/post.html?post_id=16959

Human Resource Management

Course Code: MGT 223

Course Name: Human Resource Management

Course Instructor(s): Prof. Dipankar Sharma
Dr. Gitanjali Upadhaya

Course Description: HRM is the strategic and coherent approach to the management of an organization's most valued assets; the people working there, who individually and collectively contribute to the achievement of the objectives of the business. The goal of HRM is to help an organization to meet strategic goals by attracting and maintaining employees and also managing them effectively.

Course Objectives: After completing this course the students will be able to:

- To understand the essence of human resource management and what roles and functions a human resource manager performs in an organization.
- To comprehend that in contemporary business scenario human resource management has acquired a strategic role in the functioning of any business organization.

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 50
2. End Term Examination: 100
3. Internal Assessment: 50
 - i. Attendance: 10
 - ii. Presentation: 10
 - iii. Assignment/Dissertation/Field Work: 10
 - iii. Case Presentation/ Role Play: 10
 - iv. Quiz/ Management Games or Activities: 10

Course Contents:

UNIT - I: Introduction to HRM

(8 Hours)

Evolution- Genesis and Growth of HRM, Difference between Personnel Management and HRM, Strategic Human Resource Management, Objectives and Importance of HRM, Functions of HRM, Role of HR Manager, Jobs and Careers in HR

UNIT - II: Human Resource Planning

(8 Hours)

Importance and Process of Human Resource Planning; Demand and Supply Forecasting Techniques- Managerial Judgment, Trend Analysis, Ratio Analysis, Delphi Techniques,

Replacement Chart; Job Analysis Process and Methods - Interview, Questionnaires, Observation, Participant diary/log; Job Description; Job Specification; Job Design and its Approaches- Job Rotation, Job Enlargement and Job Enrichment

UNIT – III: Recruitment, Selection and HR Development (8 Hours)

Meaning and process of recruitment, sources of recruitment, developing and using application forms; Selection - Tests, Interviews and types of interviews; Difference between Recruitment and Selection

Concept and contents of induction and orientation, objectives of induction; Training and Development- Importance of training, training methods; Management Development - methods and techniques of management development

UNIT – IV: Performance Management and Performance Appraisal (8 Hours)

Performance Appraisal- Traditional Techniques of Performance Appraisal- Annual Confidential Report, Checklist Method, Forced Choice Method, Forced Distribution Method, Critical Incident, Field Review, Essay Method; Modern Techniques of Performance Appraisal- 360 appraisal, Assessment Centers, MBO, Bias in Performance Appraisal

UNIT – V: Job Evaluation and Compensation (8 Hours)

Methods of Job Evaluation- Ranking Method, Job Grading Method, Point Rating Method, Factor Comparison Method, Base Compensation and Supplementary Compensation, Factors affecting Employee Remuneration.

Prescribed Text Books:

Rao, S.P, 2008, Essentials of Human Resource Management and Industrial Relations; Text, Cases and Games, 3rd Revised Edition, Himalaya Publishing House, New Delhi

Aswathappa, K., 2007, Human Resource Management: Text and Cases, 5th Edition, Tata McGraw-Hill Publishing Ltd., New Delhi

Decenzo, D. A. & Robbins, S. P., 2009, Fundamentals of Human Resource Management, 10th Edition, John Wiley & Sons Inc., New Delhi

Reference Books:

Dessler, G., 2005, Human Resource Management, 10th Edition, Pearson Education, Inc, Delhi

Saiyadain, 2009, Human Resource Management, 4th Edition, Tata McGraw Hill Publishing Ltd., New Delhi

Biswajeet, P., 2005, Human Resource Management, Prentice Hall India, New Delhi

Rao, T.V., 1995, Human Resources Development: Experiences, Interventions, Strategies, Sage Publications Pvt. Ltd., New Delhi

Nair, M. and Rao, T.V. 2007, Excellence through HRD, Tata McGraw Hill Publishing Ltd., New Delhi

Schultz, D. & Schultz, S.E, 2008, Psychology and Work Today, Pearson Education, Inc and Dorling Kindersley (India) Pvt. Ltd, Delhi

Gupta, C.B, 1999, Human Resource Management, Sultan Chand & Sons, New Delhi.

Interpersonal Effectiveness

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Enable students to be effective in interpersonal relations
- Help students to acquire the attributes of good human being
- Develop insight and skills among students for understanding others
- Groom skills, attitudes and values to be effective in interpersonal effectiveness

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25
2. End Term Examination: 50
3. Continuous Internal Assessment: 25
 - a. Attendance and Class Participation: 10
 - b. Assignment: 05
 - c. Presentation: 05
 - d. Class room activities like quiz: 05

Course Contents

UNIT I Self -Awareness and Introspection (3 Hours)

- Self-awareness – Concept and Techniques
- Johari Windows- Knowing Yourself
- Management of Time – Essential Steps

UNIT - II: Self - Empowerment (4 Hours)

- Concept of Self-Empowerment
- Managerial Grid

UNIT III: Emotional Intelligence, Etiquettes and Manners (4 Hours)

- Emotional Intelligence- Concept and Components
- Developing Emotional Intelligence
- Etiquettes and Manners

UNIT IV: Interpersonal Communication (4 Hours)

- Communication - Definition and Process
- Barriers in Communication
- Tips for Effective Communication
- Importance of Body Language

UNIT V: Interpersonal Relationships (5 Hours)

- Interpersonal Relationship - Definition and Determinants
- Process of Developing Interpersonal Relations
- Transaction Analysis - Ego States, Life Positions and Strokes

Text Books:

1. Rai, U and Rai, S.M.(2011) Personality Development and Communication Skills . Himalaya Publishing House.
2. Armstrong, M.(2012). How to be an even Better Manager. Koganpage.
3. Dr. Alex, K., 2009, Soft Skills, Second Revised Edition 2011, S. Chand, New Delhi

Additional Readings:

4. Covey R. Stephen, (2004) The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Free Press
5. Thomas A. Harris,(2004) I'm OK--You're OK. Harper Perennial
6. Onkar, R.M., (2008) Personality Development
7. Narula, S. S.(2013), Personality Development and Communication Skills, Taxman

Soft Skills in Management

Course Code: MGT 122

Course Name: Soft Skills in Management

Faculty Name: Dr. Gitanjali Upadhaya

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

1. Aims to increase learner's unique soft skills so as to develop attributes that enhance an individual's personality and ensuring personal, social and professional productivity and satisfaction.
2. The objective of the programme is to inculcate potential skills in the learners to prepare them to deal with the external world in a collaborative manner, communicate effectively, take initiative, solve problems, and demonstrate a positive work ethic so as to hold a good impression and positive impact.

Attendance Requirement:

A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25
2. End Term Examination: 50

3. Internal Assessment: 25
- i. Attendance: 05
 - ii. Presentation: 05
 - iii. Assignment/Dissertation/Field Work: 05
 - iv. Case Presentation/ Role Play: 05
 - iv. Quiz/ Management Games or Activities: 05

Course Contents:

UNIT I: Introduction to Soft Skills (3 Hours)

- Meaning and Importance of Soft Skills
- Categorization of Soft Skills
- Outcomes of Soft Skills Development

UNIT II: Personal Effectiveness (5 Hours)

- Developing Values
- Attitudinal Skills and Assertiveness
- Time Management
- Creative Problem Solving
- Developing Emotional Intelligence

UNIT III: Interpersonal Skills (5 Hours)

- Verbal and Non-verbal Communication Skills
- General and Business Etiquette
- Art of Listening
- Managing Conflicts
- Negotiation Skills

UNIT IV: Leadership Skills (4 Hours)

- Leadership Traits
- Motivational Skills
- Goal Setting
- Team Management

UNIT V: Other Skills (3 Hours)

- Writing Resume/CV
- Group Discussion
- Presentation and Interview Skills

Prescribed Text Books:

- Shikha Kapoor, Personality Development and Soft Skills- Preparing for Tomorrow, 2018, I.K. International Publishing House Pvt. Ltd.
- Dr. K. Alex, Soft-skills- Know Yourself and Know the World, 2013, S. Chand & Co. Pvt. Ltd, India.

Suggested Additional Readings:

- Indrajit Bhattacharya, An Approach to Communication Skills, Delhi: Dhanpat Rai, 2008.
- Varinder Kumar, Bodh Raj, Manocha, Business Communication Skills, Kalyani Publishers, New Delhi, latest edition.

- Atkinson and Hilgard, Introduction to Psychology, 14th Edition Edward E. Smith, Susan Nolen-Hoeksema, Barbara Fredrickson, Geoffrey Loftus, ISBN-10:0155050699 © 2003
- Ravi Aggarwal, Communication Today & Tomorrow, Sublime Publications, Jaipur, 2008.
- Bernard M. Bass and Irwin A. Berg, Objective Approaches to Personality Assessment, Princeton, New Jersey, 1959.
- Paul C. Nutt, Why Decisions Fail, Berrett Kochler Publishers, Inc. San Francisco, 2002.
- Kenneth G. Mcgee, Heads Up: How to Anticipate Business Surprises & Seize Opportunities First, Harvard Business School Press, Boston, Massachusetts, 2004.
- James G. March, Primer on Decision Making, Simon & Schuster Inc., New York, 1994.

Industrial Psychology

Course Code: MGT 422

Course Name: Industrial Psychology

Faculty Name: Dr. Gitanjali Upadhaya

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

1. To understand the theoretical aspects of industrial psychology, its relation with other sciences and theories.
2. To gain an insight into the work environment and its effect on an individual.

Attendance Requirement: Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25
2. End Term Examination: 50
3. Internal Assessment: 25
 - i. Attendance: 05
 - ii. Presentation: 05
 - iii. Assignment/Dissertation/Field Work: 05
 - iv. Case Presentation/ Role Play: 05
 - iv. Quiz/ Management Games or Activities: 05

Course Contents:

UNIT I: Introduction to Industrial Psychology (4 Hours)

- Concept and Importance of Industrial Psychology
- Characteristics and Objectives of Industrial Psychology
- Historical Development of Industrial Psychology
- Major Fields of Industrial Psychology
- Methods of Industrial Psychology
- Ethical Issues in I/O Psychology

UNIT II: Psychological Testing (4 Hours)

- Psychological Testing: General Intelligence Tests
- Aptitude Tests, Tests of Achievement, Personality Tests, Interest Tests
- Other type of Tests: (Individual vs. Group Tests, Paper Pencil vs. Performance Tests, Language vs. Non-Language Tests, Speed vs. Power Tests)

UNIT III: Research in I/O Psychology (4 Hours)

- Steps in Developing a Psychological Test
- Research Methods- Cross-sectional and Longitudinal Research
- Observational, Archival Research, Surveys, Case Study, Experimental Research
- Reliability and Validity of Psychological Tests

UNIT IV: Personnel and Social Psychology at Workplace (4 Hours)

- Work-family Conflict; Work-life Supports Offered by Organizations
- Interpersonal Behavior- Types, Psychological Contracts
- Johari Window and the Levels of Self-awareness, Change in Awareness
- Transactional Analysis- Ego States, Behavioral Responses with Different Ego States
- Benefits and Uses of Transactional Analysis

UNIT V: Engineering Psychology and Work Environment (4 Hours)

- Work Environment- Concept and Meaning, Requirement of Suitable Working Environment
- Industrial Fatigue- Concept, Types of Industrial Fatigue
- Causes and Symptoms, Effects and Remedies of Industrial Fatigue
- Industrial Boredom and/or Monotony- Concept, Causes and Effects, Countering the Effects
- Industrial Accidents and Safety- Concept and Causes, Industrial Safety Measures

Prescribed Text Books:

- Aamodt Michael G. 2013, Industrial/ Organizational Psychology- An Applied Approach, Seventh Edition, Cengage Learning, USA
- Bisen, Vikram and Priya, 2010, Industrial Psychology, New Age International Publishers, New Delhi.
- Levy, Paul E., 2010, Industrial Organizational Psychology, Third Edition, Worth Publishers New York.

Suggested Additional Readings:

- Singh, Narendar, 2011, Industrial Psychology, McGraw Hill, New Delhi
- Schultz, D and S.E. Schultz, 2012, Psychology and Work Today, Pearson Education.
- Ghosh, P.K., and Ghorpade, M. B., 2011, Industrial Psychology, Himalaya Publishing House, Mumbai
- Blum, M.L. and Naylor, J.C., 2004, Industrial Psychology, CBS Publishers & Distributors Pvt. Ltd., New Delhi
- Nelson, Quick and Khandelwal, 2016, Organizational Behaviour- A South-Asian Perspective, Cengage Learning Pvt. Ltd. Delhi.

- Tiffin, J. and McCormick, E.J., Industrial Psychology, Fifth Edition, Prentice-Hall India, New Delhi
- Harrell, T.W., 1967, Industrial Psychology, 2nd Indian Reprint, Oxford & IBH Publishing Co., New York
- Smith, K.L. and Wakeley, J.H.,1972, Psychology of Industrial Behavior, 3th Edition, Tata McGraw Hill, New Delhi

Course Code: MGT 421

Course Name: Compensation Management

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Discuss the strategic importance of compensation to the achievement of organizational Objectives
- Discuss the role of compensation in attracting and retaining a highly competent workforce.
- Discuss how compensation management can lead to competitive advantage.
- Discuss the role of compensation management for HR executives.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - Attendance: 5%
 - Class Participation: 5%
 - Library Assignment: 5%
 - Presentation: 5%
 - Quiz/Role Play/ Any other activities: 5%

Course Contents

UNIT I Introduction to Compensation Management

8 Hours

- Overview of Compensation Management, Definition and Concept of Compensation, Types of Compensation, Uses and Objectives, Principles of Compensation, Factors influencing Compensation Decisions
- Wage and Salary Administration in India: Introduction to Minimum, Fair and Living Wage, Methods of Wage Fixation (Unilateral, Bipartite and Tripartite), Theories of Wage Determination, Determinants of Wage Structure, Wage Boards: Structure, Scope and Functions, Pay Commissions in India, Important Highlights of 7th Pay Commission, Legal Framework of Compensation in India

UNIT II Strategic Compensation Planning

8 Hours

- Strategic Compensation Planning, Compensation Approaches- 3Ps
- Total Rewards Approach and its Importance
- Developing a Total Rewards Strategy
- Designing a Total Rewards Program
- Components of Compensation System

UNIT III Base Pay Structure and Maintenance of the Pay Program **8 Hours**

- Base Pay Structure- Factors affecting Pay Structures
- Elements of Pay Structure- Pay Ranges and Pay Spread, Pay Grades, Broadbanding
- Starting Rates of Pay and Increases to Base Rates
- Merit Pay and Performance Appraisal Considerations
- Linking Pay to Performance, Determining Performance Management Cycle
- Maintaining the Pay Program-Important Considerations
- Auditing the Pay Program- Steps to Conduct Pay Program Audit

UNIT IV Managing Employees' Incentives and Benefits **8 Hours**

- Types of Wage Incentive Plans, Advantages and Disadvantages of Incentive Plans
- Profit Sharing- Definition, Features, Basis of Profit Sharing, Types of Profit-Sharing Plans
- Employee Co-partnership- Introduction, Advantages and Limitations
- Employee Stock Ownership Plan (ESOP)- Introduction, Uses of ESOP, Merits and Demerits,
- Employee Benefits Programme-Introduction, Reasons for Offering Benefits to Employees, Planning and Designing of Benefit Programme, Employee Benefit Programme in India

Unit V Compensation for Special Groups and International Compensation **8 Hours**

- Salesforce Compensation-Six Areas of Sales Compensation Plan, Eligibility for Sales Compensation, Guiding Principles
- Executive Compensation- Owner-Manager Conflict- Agency Theory, Other Theories that Explain and Influence Executive Compensation
- Components of Executive Compensation, Executive Benefits and Perquisites, Steps in Designing an Effective Executive Compensation Plan
- International Compensation- Introduction, Objectives, Components, Approaches for International Compensation, Merits and Demerits

Text Books

1. Bhattacharya, Dipak Kumar, "Compensation Management", Sixth Impression, 2012, Oxford University Press, New Delhi.
2. Milkovich, George T., Newman, Jerry M., and Venkata Ratnam, C.S., "Compensation", Ninth Edition, 2013, McGraw Hill, New Delhi.
3. Deb, Tapomoy, "Compensation Management", 2009, Excel Books, New Delhi.

Suggested Reading

1. Bhatia, Dr. Kanchan, “Compensation Management”, 2012, Himalaya Publishing House Pvt. Ltd., Mumbai.
2. Armstrong, Michael, and Murlis, Helen, “Reward Management: A Handbook of Remuneration Strategy and Practice”, 5th Edition, 2005, Hay Group, London.
3. Henderson, Richard I., “Compensation Management in a Knowledge-Based World”, 2006, Dorling Kindersley (India) Pvt. Ltd., New Delhi.
4. Goel, Dewakar, “Performance Appraisal and Compensation Management: A Modern Approach”, 2008, PHI Learning Private Limited, New Delhi.
5. Milkovich, George T, and Jerry M. Newman, “Compensation”, 2005, McGraw Hill/Irwin, New York.
6. Belchor, David W, “Compensation Administration”, 1973, Prentice Hall, Englewood Cliffs NT.
7. Memoria, C.B., “Personnel Management”, 2012, Himalaya Publishing House, New Delhi.

International Business Environment

Faculty Name : Dr Manpreet Arora

Class: MBA -IV

Course Code: MIB 411
Course Name: International Business Environment
Credits Equivalent: 2 Credits

Year of Introduction/revision: 2020

(One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to enable the student to know about global trade environment and the factors influencing international trade. It also emphasizes on the role of GATT, WTO and other International organizations influencing international trade majorly.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - Attendance 5%
 - Quiz 5%
 - Case study 5%
 - Presentation 10%

Course Contents

UNIT I Overview of International Business (5 Hours)

- Factors effecting environment- Micro and Macro
- The Growing relevance of globalization, International/Global Marketing, Why go International?
- International orientations, Internationalization Stages and Orientations, Drivers and Restrainers of Globalization
- Internationalization of Business Decisions
- Types of International Business
- Case Study

UNIT II International Business Environment and its Components (5 Hours)

- Determinants of Entry Mode, The Trade Mode,

- Economic Environment, Economic Structures, Socio/Cultural Environment: Meaning of culture, cultural adaptation, cultural shock, cultural transmission, cultural conformity, cultural lag, Cultural Traits: low and high context cultures, masculine and feminine culture, Monochronic and polychronic cultures, universalism and particularism, individualism and communitarism, neutral v/s emotional cultures, specific v/s diffuse culture, cultural stereotypes , Religion, Language , Demographic, Political, Regulatory, Natural, Technological Environment

UNIT III International Trading Environment

(3 Hours)

- Trade strategies, Free Trade, Methods of Protection, Dumping, Tariffs, Quantitative Restrictions, other non Tariff barriers Forms of Integration, Types of Tariff and Non tariff barriers
- Case study

UNIT IV Dropping Barriers to World Trade

(4 Hours)

- Gatt to WTO, Regional Trade agreements and their necessity, European Union, NAFTA, South- South Cooperation, SAARC, SAPTA
- GATT, WTO
- WTO and India
- Case study

UNIT V International Institutions and their Workings

(3Hours)

- Bretton woods system, breakdown of Bretton woods system
- IMF and World Bank
- UNO and UNESCO

Case Study:

1. **South East Asian Economic Crises**
2. **Whose Basmati it is?**
3. **Mc Donald's Sells Hamburgers in India**
4. **Resolution of Trade Conflicts under the WTO'S Dispute Settlement Understanding**

Text Books:

1. Cherunilam Francis (2010). International Business. Prentice Hall of India Private Limited. New Delhi.
2. Cullen. (2010). International Business. Routledge.
3. Paul Justin (2010). Business Environment-Text and Cases. Tata McGraw Hill, New Delhi.
4. Bennett Roger (2011). International Business. Pearson Education, New Delhi.

Additional Readings:

1. Levi MauriceD. (2009). International Finance. Routledge.
2. Conklin David w. (2011). The Global Environment of Business. Sage Publications.
3. Mithani D M. (2009). Economics of Global Trade and Finance. Himalaya Publishing House New Delhi.
4. Cherunilam Francis (2011). International Business Environment. Himalaya Publishing House, New Delhi.

5. SaleemShaikh (2010). Business Environment. Pearson Education, New Delhi.
6. Sundharam K.P.M. and DattRuddar (2010). Indian Economy, S. Chand & Sons, New Delhi.
7. SharanVyptakesh (2003). International Business: Concept, Environment and Strategy. Pearson Education, New Delhi

LECTURE PLAN

8

Lecture	Topics	Prescribed Text Books
Lecture1	Factors effecting environment- Micro and Macro	Book 1
Lecture2	The Growing relevance of globalization, International/Global Marketing, Why go International?	Book 1
Lecture3	International orientations, internationalization stages and orientations, Drivers and Restrainers of Globalization	Book 1
Lecture4	Internationalization Business Decisions	Book 1
Lecture5	Types of International Business	Book 1
Lecture6	Case Study(Mc Donald's Sells Hamburgers in India)	Book 1
Lecture7	Determinants of Entry Mode, the trade mode	Book 1
Lecture8	Economic Environment, Economic Structures	Book 1
Lecture9	The Balance of payments, Socio/Cultural Environment,	Book 2
Lecture10	Religion, Language, Culture and OB, Demographic, Political	Book 2
Lecture11	Regulatory, Natural, Technological Environment	Book 2
Lecture12	Trade strategies, Free Trade	Book 3
Lecture13	Methods of Protection, Dumping, Tariffs	Book 3
Lecture14	Quantitative Restrictions	Book 3
Lecture15	other non Tariff barriers Forms of Integration	Book 1
Lecture16	Case study	Book 1
Lecture17	Dropping Barriers to World Trade: GATT to WTO, Regional Trade agreements and their necessity, European Union, NAFTA, SAARC, SAPTA, Indo – Lanka Free Trade Agreement, FTA's	Book 1
Lecture18	WTO,TRIMS, TRIPS, Anti Dumping Measures	Book 1
Lecture19	Evaluation of Uruguay Round and WTO,	Book 1
Lecture 20	IMF and World Bank	Book 1
Lecture 21	UNESCO, United Nations, UNCTAD	Book 1
Lecture 22	Look East Policy of India (Assignment)	Book 1
Lecture 23	Ethical Dimensions of International trade(Assignment)	Book 1

Human Values and Ethics

Faculty Name : Dr Manpreet Arora

Course Code: CSR 401

Course Name: Human Values and Ethics

Class: Human Making Subject, University Wide

Year of Introduction/revision: 2020

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

1. Understand the significance of human values and ethics in achieving excellence at individual and societal level.
2. Internalize the subtleties of being good individuals and citizens without any bias to any particular religion, caste, creed and region.
3. Recognize, nurture and develop their inner and outer capacities enabling them to face the challenges of life with equanimity.
4. Apply values in their day to day interactions and operations.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - Class Participation- 5%
 - Group Discussion- 10%
 - Case Studies- 5%
 - Role Play- 5%

Course Contents:

UNIT I: Introduction to Ethics

(4 Hours)

- Concept, Origin and Relevance of Values in Global Context
- Meaning of Ethics
- Objectives of Ethics
- Sources of Ethics
- Types Of Ethics
- Ethical Dilemmas

UNIT II: Ethics and Values propagated by different Religions and Thinkers (5 Hours)

- Ethical Views of Various Thinkers in Indian Context (Vivekananda, Guru Nanak and Others)
- Values Propagated By Different Religions - Hinduism, Islam, Christianity, Buddhism

UNIT - III: Values, Norms, Beliefs

(3 Hours)

- Values
- Norms
- Beliefs
- Morality
- Dominant Indian Values

UNIT - IV: Development of Human Values

(4 Hours)

- Self Exploration
- Professional Ethics
- Human Values: Role of family, society and educational institutions in inculcating values
- Teachings of Veda's and Guru Nanak

UNIT V: Applications of Values and Ethics

(4 Hours)

- Environmental Ethics
- Work Place Spirituality
- Corporate Social Responsibility
- Business Ethics

Prescribed Text Books:

1. Murthy, C.S.V. (2011). Business Ethics: Text & Cases, Himalaya Publishing House, Mumbai
2. Gaur R.R., Sangal R., Bagaria G.P., (2010). Human Values and Professional Ethics. First Edition. Excel Books, New Delhi.
3. Banerjee, R.P. (2010). Ethics in Business Management: Concepts and Cases. First Edition. Himalaya Publishing House, Mumbai.
4. Balachandran S., Raja K.C.R., and Nair B.K. (2003). Ethics, Indian Ethos and Management. Second Edition. Shroff Publishers, Distributors Pvt. Ltd., Mumbai.

Suggested Additional Readings:

1. Bhatia S.K. (2001). Business Ethics and Managerial Values. First Edition. Deep and Deep Publications, New Delhi.
2. Sekhar R.C. (2002). Ethical Choices in Business. Second Edition. Response Books, New Delhi.
3. Chakraborty S.K. (2009). The Management and Ethics Omnibus. Eighth Edition. Oxford University Press, New Delhi.
4. Misra Rajan (2009). Human Values, University Science Press. First Edition. Darya Ganj, New Delhi.
5. Verma Yoginder (2007). Education in Human Values for Human Excellence. First Edition. Kanishka Publishers, New Delhi.

LECTURE PLAN

5

Lectures	Topics	Prescribed Text Book
Lecture – 1	Concept, Origin and Relevance of Values in Global Context	Book – 1
Lecture – 2	Meaning of Ethics, Objectives of Ethics	Book – 1
Lecture – 3	Sources of Ethics	Book – 1
Lecture – 4	Types Of Ethics, Ethical Dilemmas	Book – 1
Lecture – 5&6	Ethical Views of Various Thinkers in Indian Context (Vivekananda, Guru Nanak and Others)	-----
Lecture – 7 & 8	Values Propagated By Different Religions - Hinduism, Islam, Christianity, Buddhism	Book –1,2&3
Lecture – 9	Values	Book – 1&2
Lecture – 10 & 11	Norms, Beliefs	Book – 3
Lecture – 12&13	<ul style="list-style-type: none"> • Morality • Dominant Indian Values 	Book – 1
Lecture – 14	Self-Exploration	Book – 2&3
Lecture – 15	Professional Ethics	Book – 1&3
Lecture – 16	Human Values: Role of family, society and educational institutions in inculcating values	Book – 1
Lecture – 17&18	educational institutions in inculcating values Teachings of Veda's and Guru Nanak	Book – 1&3
Lecture – 19	Environmental Ethics	Book – 1&3
Lecture – 20& 2	Work Place Spirituality, Corporate Social Responsibility	Book – 3
Lecture21	Business Ethics	Book – 3

Company Law

Course Name: Company Law

Course Code: MSO 411

Credits: Two (2)

Faculty Name: Dr. Manpreet Arora, Assistant Professor, SCMS

Class: MBA IV

Year of Introduction/revision: 2020

Credits Equivalent: 02 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/

optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: After completing this course the students will be able to:

- To Understand the Nature and Relevance of Companies Act
- To Know about Formation of Companies
- To Understand About Memorandum of Association & Articles of Association and Prospectus of Company
- To Know About Winding Up of Company

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - Subjective Assignment: 10%
 - Quizzes/Games/Puzzles: 5%
 - Case studies: 10%

Course Contents

UNIT – I: Companies Act - Introduction (5 Hours)

- Companies Act 1956 and Companies Act 2013
- Definition and Nature of a Company
- Features of a Company
- Lifting of the Corporate Veil
(Common Law exceptions, Statutory Exceptions)
- Types of Companies, Difference in Private & Public Company

UNIT – II: Formation of Company (3 Hours)

- Promotion of a Company
- Incorporation of a Company
- Certificate of Incorporation
- Commencement of Business

UNIT – III: Memorandum of Association & Articles of Association (4 Hours)

- Meaning and Contents of MOA
- Doctrine of Ultra Vires
- Meaning and Contents of AOA
- Difference between MOA & AOA
- Doctrine of Indoor Management

UNIT – IV: Prospectus (4 Hours)

- Meaning and Contents of Prospectus
- Abridged Prospectus, Shelf Prospectus, Red Herring Prospectus

UNIT – V: Winding UP (4 Hours)

- Meaning of Winding Up
- Modes of Winding Up
- Consequences of Winding Up

Prescribed Text Books:

1. Corporate Legal Framework (2018). KC Garg, VK Sareen, Sharma, Kalyani Publications.
2. Maheshwari & Maheshwari, (2009). Elements of Corporate Laws. Himalaya Publishing House Pvt. Limited, India.

Suggested Additional Readings:

1. Gogna P.P.S., (2008). Mercantile Law. 4th Edition. S. Chand & Co. Ltd., India.
2. Pathak Akhileshwar, (2010). Legal Aspects of Business. 4th Edition. Tata McGraw Hill.
3. Shukla M.C., (2007). Mercantile Law. First Edition. S. Chand & Company Ltd.
4. Kapoor N. D., (2009). Elements of mercantile Law. Latest Edition. Sultan Chand and Company, India.
5. Ramachandra K., Chandrashekara B., Kanakatte Chandrakant, (2010). Legal Aspects of Business Text and Cases. 1st Edition. Himalaya Publishing House Pvt. Limited, India.
6. Ramtirthkar R.R. (2009). Legal Aspects of Business. 2009 Edition. Himalaya Publishing House Pvt. Limited, India.
7. Kuchhal M C, (2010). Mercantile Law. Seventh Edition. Vikas Publishing House. New Delhi.
8. Bulchandani K.R, (2010). Business Law for Management. 6th Edition. Himalaya Publishing House Pvt. Limited, India.

LECTURE PLAN

5

Lectures	Topics	Prescribed Text Book
----------	--------	----------------------

Lecture – 1	Companies Act 1956 and Companies Act 2013	Book – 1
Lecture – 2	Definition and Nature of a Company	Book – 1
Lecture – 3	Features of a Company	Book – 1&2
Lecture – 4	Lifting of the Corporate Veil (Common Law exceptions, Statutory Exceptions)	Book – 2&3
Lecture – 5&6	Types of Companies, Difference in Private & Public Company	Book-3
Lecture – 7	Promotion of a Company	Book –1,2&3
Lecture – 8	Incorporation of a Company	Book – 1&2
Lecture – 9& 10	Certificate of Incorporation, Incorporation Commencement	Book – 3
Lecture –11	Meaning and Contents of MOA	Book – 1
Lecture – 12	Doctrine of Ultra Vires	Book – 2&3
Lecture – 13	Meaning and Contents of AOA	Book – 1&3
Lecture – 14	Difference between MOA & AOA	Book – 1
Lecture –15	Doctrine of Indoor Management	Book – 1&3
Lecture – 16	Meaning and Contents of Prospectus	Book – 1&3
Lecture – 17&18	Abridged Prospectus, Shelf Prospectus, Red Herring Prospectus	Book – 3
Lecture19	Meaning of Winding Up	Book – 3
Lecture 20	Modes of Winding Up	Book1&3
Lecture21	Consequences of Winding Up	Book3

Strategic Management

Course Code: MGT 306

Course Name: Strategic Management

Course Instructors: Dr Manpreet Arora

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to apply strategic management theory and concepts to what managers do in "the real world".
- Enable the students to design effective strategic planning by selecting appropriate strategies. Improve familiarity of the students with current issues and emerging trends in strategic management in dynamic business environment.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. Minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
 2. End Semester Examination: 50%
- Continuous Internal Assessment : 25%
 - a. Class participation : 5% (*Less than 75% attendances will be awarded 0%*)
 - b. Presentations/viva : 10%
 - c. Case studies/Activities/Assignments/etc: 10%

COURSE CONTENTS:

UNIT – I: Introduction to Strategic Management

(10 HOURS)

- Defining Strategic Management
- Basic Concepts in Strategic Management
- Kautilya Arthashastra: Relevance in today's Business
- Lessons of Strategy from Mahabharatha
- Strategic Management theories and practices
- The Strategic Management Process
- Strategic Planning

UNIT – II: Environmental Analysis

(10 HOURS)

- Sun Tzu: Art of War, application in today's Business scenario
- Environmental Analysis, PEST, PESTLE
- Industry Analysis
- Porter's approach to Industry Analysis
- Competitive Analysis
- Internal Analysis
- Business Strategy
- Organizational Analysis and competitive advantage

UNIT – III: Strategy Formulation, Strategic Analysis and Choice

(9 HOURS)

- Vision
- Mission
- Objectives
- Business Level Strategy
- Corporate Level Strategy
- Global Strategy
- Case Studies

UNIT – IV: Functional Strategies

(6 HOURS)

- Functional Strategies
- Case Studies

UNIT – V: Strategic Management during the time of COVID

(5 HOURS)

- COVID and its implication on Global Business
- COVID and its implication on Indian Business
- New Normal and Business
- Strategic preparedness for post COVID and New Normal

Prescribed Text Books:

1. David, Fred R.; 2014. **Strategic Management: A Competitive Advantage Approach, 14e;** Eastern Economy Edition; PHI Learning Private Limited, Delhi.

2. Kazmi, Azhar; 2012. **Strategic Management: A Competitive Advantage Approach**; Tata McGraw Hill Private Limited, New Delhi.
3. Pitt, Martyn R. and Dimitrios Koufopoulos, 2012. **Essentials of Strategic Management** Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
4. Saptarshi, Dileep and Jairaj Kochavara; 2015. **Case Studies in Corporate Strategy**, Pearson, Delhi.
5. Wheelen, Thomas L., J. David Hunger, Alan N. Hoffman and Charles E. Bamford; 2018. **Concepts in Strategic Management and Business Policy: Globalization, Innovation, and Sustainability, 15e**; Pearson India Education Services Pvt. Ltd., New Delhi.

LECTURE PLAN

5

Lectures	Topics	Prescribed Text Book
Lecture – 1	Defining Strategic Management	Book – 1
Lecture – 2	Basic Concepts in Strategic Management	Book – 1
Lecture – 3	Kautilya Arthsastra: Relevance in today's Business	Book – 1&2
Lecture – 4	Lessons of Strategy from Mahabharatha	Book – 2&3
Lecture – 5&6	Strategic Management theories and practices	Book-3
Lecture – 7	The Strategic Management Process	Book –1,2&3
Lecture – 8	Strategic Planning	Book – 1&2
Lecture – 9& 10	Sun Tzu: Art of War, application in today's Business scenario	Book – 3
Lecture –11	Environmental Analysis, PEST, PESTLE	Book – 1
Lecture – 12	Industry Analysis	Book – 2&3
Lecture – 13	Porter's approach to Industry Analysis	Book – 1&3
Lecture – 14	Competitive Analysis	Book – 1
Lecture –15	Internal Analysis	Book – 1&3
Lecture – 16	Business Strategy	Book – 1&3
Lecture –17&18	Organizational Analysis	Book – 3
Lecture19	competitive advantage	Book – 3
Lecture 20	<ul style="list-style-type: none"> • Strategy Formulation, Strategic Analysis and Choice Vision 	Book1&3
Lecture21	Mission	Book3
Lecture22	Objectives	Book 2 &3
Lecture23	Business Level Strategy	Book 3

Lecture24	Corporate Level Strategy	Book3
Lecture25	Global Strategy	Book 2& 3
Lecture26	Case Studies	Book3
Lecture27,28&29	Functional Strategies	Book3
Lecture30	Case Studies	Book3
Lecture31&32	COVID and its implication on Global Business	Book3
Lecture33&34	COVID and its implication on Indian Business	Book3
Lecture35	New Normal and Business	Book 2& 3
Lecture36, 37, 38, 39&40	Strategic preparedness for post COVID and New Normal	Book 2& 3

Financial Management

Course Code: AFA 403

Course Name: Financial Management

Credits Equivalent:4 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to understand basic concepts of Strategic Financial Management, Financial decisions, Financial markets, financial transactions, Financial Instruments, valuation of financial instruments and Risks and Returns involved in financial transactions.
- To ensure that students can apply financial management theories and techniques for strategic decision making, more specifically in long term investment decisions, financing decisions and reallocation of financial resources for maximizing internal benefit and are able to adapt to factors affecting those decisions.
- To identify and evaluate appropriate sources of finance, their risks and costs
- To understand the impact of the global business environment on national and multinational companies
- Utilize financial and cost accounting data to make more informed analyses.

- Meaning of Capital Budgeting, Importance of Capital Budgeting, Methods of capital budgeting
- Investment Evaluation Criteria: Traditional Techniques: Pay Back Period, ARR
- Modern Techniques: NPV, IRR and PI, Compare and Contrast NPV with IRR

UNIT - IV: Cost of Capital, Leverages and Capital Structure

(10 Hours)

- Sources of Finance, Classification of Sources of Finance, Meaning, Concept and Definition of Cost of Capital, Significance of Cost of Capital
- Classification of Cost, Computation of Cost of Capital, cost of debt, cost of equity, cost of preference shares, cost of retained earnings, Weighted Average Cost of Capital, Marginal Cost of Capital
- Leverages, Types of Leverages, Financial Leverage or Trading on Equity, Operating Leverage, Composite Leverage
- Introduction to Capital Structure, Capitalization, Capital Structure and Financial Structure, Forms of Capital Structure, Importance of Capital Structure, Optimal Capital Structure
- Theories of Capital Structure, Net Income Approach, Net Operating Income Approach, The Traditional Approach, Pecking order theory, Modigliani-Miller Approach

UNIT - V: Dividend Decisions

(6 Hours)

- Dividend Policy, Types of Dividend Policy, Factors Influencing Dividend Policy, Dividend Policy and Firm Value
- Dividend Theories: Walter's Model, Gordon's Model, Modigliani-Miller Model

Prescribed Text Books:

1. Pandey IM (2014) Financial Management, Tenth Edition, Vikas Publishing House, New Delhi.
2. Horne & Dhamija (2014) Financial Management, Twelfth Edition, Pearson, New Delhi.
3. Prasanna Chandra (2014) Financial Management, Eighth Edition, Tata McGraw Hill, New Delhi.

Suggested Extra Readings:

1. Horne and Wachowich (2012) Financial Management, 13th Edition, PHI Learning, New Delhi.
2. Sofat and Hiro (2011) Strategic Financial Management, First Edition, PHI Learning, New Delhi.
3. Kishore RM (2011) Strategic Financial Management, Second Edition, Taxmann's, New Delhi.
4. Brigham & Houston (2011) Fundamentals of Financial Management, Tenth Edition, Cengage Learning, Delhi.
5. Rustagi (2011) Financial Management, Fifth Edition, Taxmann's, New Delhi.
6. Kapil (2011) Financial Management, First Edition, Pearson, New Delhi.
7. Parrino & Kidwell (2011) Fundamentals of corporate finance, First Edition, Wiley India Pvt. Ltd., New Delhi.
8. Khan and Jain (2011) Financial Management (Text Problems and Cases), Fifth Edition, Tata McGraw Hill, New Delhi.
9. Ross, Westerfield & Jordan (2012) Fundamentals of Corporate Finance, Ninth Edition, Tata McGraw Hill, New Delhi.

Lecture Plan

Lecture	Topics	Prescribed Text Books
Lecture1	Introduction to Financial Management, Meaning of Financial Management	Book1
Lecture2	Scope of Financial Management	Book1
Lecture3	Objectives of Financial Management, Financial Goal	Book1
Lecture4	Profit Versus Wealth Maximization, Finance Functions, Financial Decisions	Book1
Lecture5	Interrelationship between Financial Management	Book1
Lecture6	ther functional areas of business, Functions /Role of Finance Manager in the Changing Scenario	Book1
Lecture7	Risk-Return Trade-off	Book1
Lecture8	Concept of Time Value of Money	Book1
Lecture9	Technique of Time Value of Money	Book1
Lecture10	Compounding Technique	Book1
Lecture11	Doubling Period	Book1&2
Lecture12	Effective Rate of Interest	Book1&2
Lecture13	Future Value of Series of Payments	Book1&2
Lecture14	Future Value of an Annuity	Book1&2
Lecture15	Compound Value of an Annuity Due	Book1&2
Lecture16	Discounting or Present Value Technique	Book1&2
Lecture17	Present Value of a Series of Payments	Book1&2
Lecture18	Present Value of an Annuity	Book2&3
Lecture19	Elementary valuation of Bonds and Stocks	Book2&3
Lecture20	Meaning of Capital Budgeting	Book2&3
Lecture21	Importance of Capital Budgeting	Book2&3
Lecture22	Methods of capital budgeting	Book2&3
Lecture23	Investment Evaluation Criteria	Book2&3
Lecture24	Traditional Techniques, Pay Back Period	Book2&3
Lecture25	ARR, Modern Techniques	Book2&3
Lecture26	NPV, IRR and PI, Compare and Contrast NPV with IRR	Book2&3
Lecture 27	Sources of Finance, Classification of Sources of Finance	Book2&3
Lecture28	Meaning, Concept and Definition of Cost of Capital, Significance of Cost of Capital, Classification of Cost	Book2&3
Lecture29	Computation of Cost of Capital, cost of debt	Book2&3
Lecture 30	cost of equity, cost of preference shares, cost of retained earnings	Book2&3
Lecture31	Weighted Average Cost of Capital	Book2&3
Lecture32	Marginal Cost of Capital	Book2&3
Lecture33	Leverages, Types of Leverages	Book2&3
Lecture34	Financial Leverage or Trading on Equity, Operating Leverage, Composite Leverage	Book2&3
Lecture35	Introduction to Capital Structure, Capitalization	Book2&3
Lecture36	Capital Structure and Financial Structure, Forms of Capital Structure, Importance of Capital Structure	Book2&3
Lecture37	Optimal Capital Structure ,Theories of Capital Structure	Book2&3

Lecture38	Net Income Approach, Net Operating Income Approach	Book3
Lecture39	The Traditional Approach, Pecking order theory, Modigliani-Mi Approach	Book3
Lecture40	Dividend Policy	Book3
Lecture41	Types of Dividend Policy	Book3
Lecture42	Factors Influencing Dividend Policy Dividend Policy and Firm Value	Book3
Lecture 43	Dividend Theories, Walter's Model, Gordon's Model	Book3

Management of Financial Institutions

Course Name: Management of Financial Institutions

Course Code : MGT 313

Faculty Name: Dr Manpreet Arora

(Assistant Professor Management, School of Commerce and Management)

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Acquaint students with the understanding of Indian Financial System
- Enable students to understand a framework for Financial Services available in Indian economy
- To know about primary and secondary markets in India
- Enable the students to know about the emerging areas in financial system

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

4. Mid Term Examination: 25%
5. End Term Examination: 50%
6. Continuous Internal Assessment : 25%
 - i. Group Activity :10%
 - ii. Individual Presentation : 10%
 - iii. Quiz: 5%

Course Contents:

UNIT – I: Introduction to Financial System (7 Hours)

- The Financial System, Nature, Evolution and Structure, The Role of Financial System in Economic Development ,Components of formal financial system
- Functions of a financial system
- Primary and secondary Markets
- Stock exchanges, Benefits of stock exchanges Meaning and Functions of Stock exchanges
- Organization of Stock Exchanges in India
- Listing of Securities meaning and advantages of listing
- The Functions of Financial Intermediaries , Financial Instruments

UNIT - II: Money market and Capital Market (8 Hours)

- Financial Markets : The Money market, Capital Market
- Functions and role of the markets
- Instruments in Markets
- Mutual Funds, Structure of Mutual Funds, Types of Mutual Funds, Advantages of mutual funds
- Treasury bills , Commercial bills, Commercial papers, Certificate of deposits
- Emerging concepts in markets-Futures and Derivatives

UNIT - III: Regulatory and Promotional Institutions in Financial Market (7 Hours)

- The Reserve Bank of India
- Roles of RBI
- Techniques of monetary Control (CRR, SLR, Bank rate, OMO)
- The Securities and Exchange Board of India – Genesis, Organization, Objectives and Functions
- IRDA
- Life and non - life insurance sector
- LIC, GIC, A brief introduction to IRDA Act. Insurance Act, 1938

UNIT - IV: Development and other Financial Institutions (5 Hours)

- Developments Financial Institutions – Development Banks, SIDBI
- EXIM BANK, NABARD
- Cooperative Banks their structure, contribution and relevance
- Regional Rural Banks

UNIT - V: Emerging concepts in Financial Markets (13 Hours)

- Scheduled Commercial Banks
- Financial Inclusion
- Retail Banking
- Micro finance
- Bancassurance
- Merchant banking
- Credit Rating

- Basis of Credit Rating , Credit Rating Companies in India, Types of Credit Rating
- Factoring and Forfaiting
- Fintech Companies
- Crypto currency
- Venture capital
- Other Contemporary issues in the field of Financial Markets

Prescribed Text Books:

1. Khan M.Y. (2009) Indian Financial System, 6th Edition, Tata McGraw Hill, New Delhi.
2. Pathak (2007) India Financial System, 2nd edition, Pearson, New Delhi.
3. Pathak Bharti. V (2011). The Indian Financial System.3rd Edition. Pearson India. New Delhi.
4. Indian Institute of Banking & Finance (2010). Principles and Practices of Banking. Macmillian

Supplementary Reading

1. Khan M Y (2010). Indian Financial System. Tata McGraw Hill, New Delhi.
2. Gordon, Natarajan (2010). Financial Markets and Services. Himalaya Publishing House, New Delhi.
3. Kohn Meir (1999).Financial Institutions and Markets. Tata McGraw Hill, New Delhi.
4. Gomez, Clifford (2010).Financial Markets, Institutions and Financial Services. Eastern Economy Edition. PHI Learning, New Delhi.
5. Mithani D.M. (2012).Money, Banking, International Trade and Public Finance. 16th Edition. Himalaya Publishing House, New Delhi.
6. Sundharam , Dutt. (2011). Indian Economy. 62nd Edition. S.Chand. New Delhi.
7. Burton,Brown. (2009). The Financial System and The Economy, Principles of Money and Banking. Eastern Economy Edition (5th). PHI Learning, New Delhi.
8. Bhole L M, Mahakhud Jitendra (2012).Financial Institutions and Markets. Tata McGraw Hill, New Delhi.

E Resources on Management of Financial Institutions (Financial Services)

Compiled By

Dr. (Ms.) Manpreet Arora
 Assistant Professor Management
 HPKVBS, School of Commerce and Management Studies
 Central University of Himachal Pradesh, Dharamshala

Prescribed Text Books and Extra Readings:

1. Siddaiah T. (2011), Financial Services. First Edition, Pearson, New Delhi.
2. Batra & Bhatia, (2001). Management of Financial Services. Deep & Deep Publication, New Delhi.
3. Bhole L.M, (2011). Financial Institutions and Markets, Fifth Edition, Tata McGraw Hill, New Delhi.
4. Gordon & Natarajan,(2010), Financial Markets and Services. Sixth Edition, Himalaya Publishing House, New Delhi.
5. Gupta, Aggrawal & Neeti, (2007). Financial Institutes & Markets. Kalyani Publication, New Delhi.
6. Gurusamy (2009) Financial Markets and Institutions, 3rd Edition, Tata McGraw Hill, New Delhi.
7. Khan M.Y. (2009), Financial Services, Fifth Edition, Tata McGraw Hill, New Delhi.
8. Machiraju H.R. (2010) Merchant Banking Principles and Practice, 4th Edition, New Age International New Delhi.
9. Pathak (2011). The Indian Financial System. Third Edition. Pearson, New Delhi.
10. Peter S. Rose (2010) Bank Management and Financial Services, 8th Edition, Tata McGraw Hill, New Delhi.
11. Ravichandran K. (2011). Merchant Banking and Financial Services. First Edition. Himalaya Publishing House, New Delhi.
12. Rose & Hudgins, (2010). Bank Management and Financial Services. Seventh Edition. Tata McGraw Hill, New Delhi.
13. Sasidharan & Mathews (2011), Security Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
14. Tripathy (2010). Financial Services. Fourth Edition, PHI Learning, New Delhi.

Websites to visit for latest information

<https://www.india.gov.in/official-website-reserve-bank-india>

<https://www.sebi.gov.in/>

<https://www.nseindia.com/>

www.bseindia.com

www.nabard.org

irdai.gov.in

www.licindia.in

You tube links (Cryptocurrency, bitcoin, fintech, futures and options, behavioural investments, IPO's, Currency manipulation, etc.)

https://www.youtube.com/watch?v=-EoNrg_DR3s

<https://www.youtube.com/watch?v=8o9QxMxhTp8>

<https://www.youtube.com/watch?v=oywloUikPBo>

https://www.youtube.com/watch?v=RFGZBaoPx_Y

<https://www.youtube.com/watch?v=iyNLzq9OSzU>

[youtube.com/watch?v=l4HMCr5roAM](https://www.youtube.com/watch?v=l4HMCr5roAM)

<https://www.youtube.com/watch?v=wEbrdxWw7ew>

LECTURE PLAN

Lectures	Topics	Prescribed Text Book
Lecture – 1	The Financial System, Nature, Evolution and Structure	Book – 1
Lecture – 2	The Role of Financial System in Economic Development	Book – 1
Lecture – 3	Components of formal financial system	Book – 1&2
Lecture – 4	Functions of a financial system	Book – 2&3
Lecture – 5&6	Primary and secondary Markets	Book-3
Lecture – 7	Stock exchanges, Benefits of stock exchanges	Book –1,2&3
Lecture – 8	Meaning and Functions of Stock exchanges	Book – 1&2
Lecture – 9& 10	Organization of Stock Exchanges in India	Book – 3
Lecture –11	Listing of Securities meaning	Book – 1
Lecture – 12	advantages of listing	Book – 2&3
Lecture – 13	The Functions of Financial Intermediaries	Book – 1&3
Lecture – 14	Financial Instruments	Book – 1
Lecture –15	Financial Markets	Book – 1&3
Lecture – 16	The Money market, Capital Market	Book – 1&3
Lecture –17&18	Functions and role of the markets	Book – 3
Lecture19	Instruments in Markets	Book – 3
Lecture 20	Mutual Funds, Structure of Mutual Funds	Book1&3
Lecture21	Types of Mutual Funds	Book3
Lecture22	Advantages of mutual funds	Book 2 &3

Lecture23	Treasury bills	Book 3
Lecture24	Commercial bills	Book3
Lecture25	Commercial papers, Certificate of deposits	Book 2& 3
Lecture26	Emerging concepts in markets	Book3
Lecture27	Futures and Derivatives, The Reserve Bank of India	Book3
Lecture28	Roles of RBI	Book3
Lecture29	Techniques of monetary Control (CRR, SLR, Bank rate, OMO)	Book3
Lecture30	The Securities and Exchange Board of India	Book3
Lecture31	Genesis, Organization, Objectives and Functions	Book 2& 3
Lecture32	IRDA	Book 2& 3
Lecture33	Life and non - life insurance sector	Book 2
Lecture34	LIC, GIC, A brief introduction to IRDA Act	Book 2
Lecture35	Insurance Act, 1938	Book 2
Lecture36	Developments Financial Institutions – Development Banks, SIDBI, EXIM BANK, NABARD	Book 2
Lecture37	Cooperative Banks their structure, contribution and relevance	Book 2
Lecture38	Regional Rural Banks	Book 2
Lecture39	Scheduled Commercial Banks, Financial Inclusion	Book 2
Lecture40	Retail Banking, Micro finance	Book 2
Lecture41	Bancassurance, Merchant banking	Book 2
Lecture42	Credit Rating , Basis of Credit Rating , Credit Rating, Companies in India, Types of Credit Rating Factoring and Forfaiting	Book 2
Lecture43	Fintech Companies, Crypto currency, Venture capital	Book 2
Lecture44	Other Contemporary issues in the field of Financial Markets	Book 2

Marketing Management

Course Code: MGT 115

Course Name: Marketing Management

Faculty Coordinator: Dr. Chaman Lal

Year of Introduction/Revision of Course Contents 2020

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led

activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to understand the conceptual framework of marketing and its application in decision making under various environmental constraints.
- Enable the students to design effective marketing programs by selecting appropriate strategies for product, pricing, place and promotion.
- Improve familiarity of the students with current issues and emerging trends in marketing.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

7. Mid Term Examination: 25%
8. End Term Examination: 50%
9. Continuous Internal Assessment : 25%

a. Class participation = 5%

(Note: Below 75%=0, 75-80%=1, Above 80- 85%=2, Above 85-90%=3, Above 90-95%=4, Above 95%=5)

b. Assignments/Presentation = 10%

c. Case studies/Field Survey = 5%

d. Surprise test/Activity/Quiz = 5%

Course Contents:

UNIT - I: Introduction to Marketing

(8

Hours)

- Meaning, Nature, Scope, and Importance of Marketing
- A history of schools of marketing thoughts
- Marketing Management Process: An overview
- Core Marketing Concepts and Philosophies
- An effective marketer and Customer-oriented Company
- An Effective Marketing Mix
- Growing Marketing Opportunities in India
- Customer Value

UNIT - II: Environmental Scanning and Information Gathering

(7 Hours)

- Analyzing the Marketing Environment; Needs and Trends
 - Impact of Environmental factors on marketing Decisions
 - Developing Marketing Strategies and Plans
 - Components of Modern Marketing Information System
 - The changing face of consumer markets and role of marketing
- Environmental Analysis (Case Studies): ITC in Rural India***

UNIT - III: Analyzing Consumer Behaviour, Segmentation, Targeting & Positioning (8 Hours)

- Buyer Roles, The Buying Decision Process and Factors Influencing the Consumer Behavior
- Consumer Versus Organizational Buyer Behaviour
- Levels of Market Segmentation and Bases for Segmentation
- Selection of Target Markets and Target Market Strategies
- Market Positioning; Elements, strategies, errors
- Repositioning

UNIT - IV: Marketing Mix-I (10 Hours)

Product Decisions:

- Product Concept, Product Classification, Product Levels, Product Line and Product-Mix Decisions
- Product Differentiation and Brand Positioning
- Designing and Managing Services
- Packaging, Labeling, Warranties, and Guarantees
- Product Life Cycle and Marketing Strategies
- New Product Development Process

Pricing Decisions:

- Consumer Psychology and Pricing; Role, Objectives, and Relevance
- Pricing Decisions: Determinants of Price, Pricing Process
- Pricing Policies, Methods or Strategies
- Effect of Internet on Pricing

Pricing (Case Study): Arvind Mills: Re-evaluating Profitability

Advertising, Alternative and Direct Marketing (Case Study): Shoppers Stop – Targeting the Young

UNIT - V: Marketing Mix-II and Contemporary Marketing (7 Hours)

Distribution Decisions:

- Marketing Channels and Channel System
- Types, Selection and Management of Intermediaries
- E-commerce practices

Promotion Decisions:

- Marketing Communication, IMC and Its Determinants

Contemporary Marketing:

- Emerging Trends in Marketing
- Technology implications on Modern Marketing: IT implication (Customer Relationship Management, e-CRM, Web Based Marketing, e-commerce, etc.), Impact of Artificial Intelligence & Cloud Computing on Marketing
- Ethical Issues in Marketing

Website and Internet Management (Case Study): The Entrepreneurs at Twitter: Building a Brand, a Social Tool, or a Tech Powerhouse?

Prescribed Text Books:

1. Clow, Kenneth E. and Donald Baack (2012). **Case Studies in Marketing Management**, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
2. Ellis, Nick; James Fitchett, Matthew Higgins, Gavin Jack, Ming Lim, Michael Saren and Mark Tadajewski (2012). **MARKETING: A Critical Textbook**, Sage South Asia ed.; SAGE Publications India Pvt Ltd., New Delhi.
3. Kotler, Philip; Kevin Lane Keller; Abraham Koshy and Mithileswar Jha (2013). **Marketing Management: A South Asian Perspective, 14 e.**; Pearson Education, New Delhi.
4. Kumar Arun and Meenakshi N (2011). **Marketing Management, 2nd Edition**, Vikas Publishing House Pvt. Ltd., New Delhi
5. Research Articles:
 - a. Wilkie, William L. and Elizabeth S Moore (2006). **Macromarketing as a Pillar of Marketing Thought**, Journal of Macromarketing, Vol.26 No.2, December 2006, pg: 224-232.
 - b. Wilson Brown, D. B. A (1979). **The Family and Consumer Decision Making: A Cultural View**, Academy of Marketing Science, Vol.7 No.4, Fall 1976, pg: 335 - 345.
 - c. Shaw, Eric H and D. G Brian Jones (2005). **A history of schools of marketing thought**, Marketing Theory, Vol.5 No.3, pg: 239 - 281.

Suggested Additional Readings:

1. Balakrishna Sidharth (2011). **Case Studies in Marketing, 1st Edition**, Pearson Education, New Delhi.
2. Kotler Philip; Armstrong Gary; Agnihotri Prafulla Y. & Haque Ehsan Ul (2011). **Principles of Marketing: A South Asian Perspective, 12 e.**; Pearson Education, New Delhi.
3. Karunakaran, K. (2012). **Marketing Management: Text and Cases in Indian Context**; Himalaya Publishing House Pvt. Ltd., Mumbai.
4. Kumar, S. Ramesh; ed. (2012). **Case Studies in Marketing Management**; Pearson, New Delhi.
5. Govindarajan M. (2009). **Marketing Management: Concepts; Cases; Challenges and Trends, 2/e**, Prentice Hall of India.
6. Maclaran, Pauline; Michael Saren, Barbara Stern and Mark Tadajewski; ed. (2010). **The Sage Handbook of MARKETING THEORY**; SAGE Publications India Pvt Ltd., New Delhi.
7. Ramaswamy; V.S. and S. Namakumari (2013). **Marketing Management: Global Perspective – Indian Context, 5e**; McGraw Hill Education (India) Pvt. Ltd., New Delhi.
8. Sherlekar, S. A. (2010). **Marketing Management, 14/e.**; Himalaya Publishing House Pvt. Ltd., Mumbai.

LECTURE PLAN

Lectures	Topics	Prescribed Text Book(s)	Chapter No.
Lecture – 1-3	Meaning and Importance of Marketing	Book-1	Chapter-1

Lecture – 4-6	Core Marketing Concepts and Philosophies	Book-1	Chapter-1
Lecture – 7&8	An effective marketer and Customer-oriented Company	Book-3	Chapter-2
Lecture – 9	An Effective Marketing Mix	Book-3	Chapter-2
Lecture – 10&11	Case Study	Reference material to be provide	
Lecture – 12-14	Analyzing the Marketing Environment	Book-1	Chapter-2
Lecture – 15&16	Impact of Environmental factors on marketing Decision	Book-2&3	Chapter-2&3
Lecture – 17&18	Marketing Information System	Book-3	Chapter-4
Lecture – 19&20	The changing face of consumer markets and role of marketing	Book-3	Chapter-3
Lecture – 21&22	Case Study	Reference material to be provide	
Lecture – 23&24	The Buying Decision Process and Factors Influencing the Consumer Behavior	Book-1&3	Chapter-4&3
Lecture – 25&26	Market Segmentation	Book-1&3	Chapter-6&5
Lecture – 27	Market Targeting	Book-1&3	Chapter-7
Lecture – 28&29	Market Positioning	Book-1	Chapter-8
Lecture – 30-32	Product Classification, Product Levels, Product Line and Product-Mix Decisions	Book-1&3	Chapter-9&7
Lecture – 33	Product Differentiation and Brand Positioning	Book-1	Chapter-10
Lecture – 34&35	Product Life Cycle	Book-1&3	Chapter-11&12
Lecture – 36&37	Pricing Strategies	Book-1&3	Chapter-12&13
Lecture – 38	Distribution Strategies	Book-1&2	Chapter-13&14
Lecture – 39	Promotion Mix	Book-1&2	Chapter-14&15
Lecture – 40	Emerging Trends and Ethical Issues	Book-1&2	Chapter-16&17

Retail Management

Course Code: MGT 303

Course Name: Retail Management

Faculty Coordinator: Dr. Chaman Lal

Year of Introduction/Revision of Course Contents 5 2020

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Providing students with a comprehensive understanding of the theoretical and applied aspects of retail management.
- Describes and analyses the way retailing works, specially the activities and relationships.
- Develop knowledge of contemporary retail management issues at strategic level.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
 2. End Term Examination: 50%
 3. Continuous Internal Assessment : 25%
- Assignment/Presentation: 10%
 - Field Survey: 5%
 - Case Studies: 5%
 - Class Participation: 5%

Course Contents:

UNIT – I: Retail Scenario (5 Hours)

- Overview of Retailing
- Dynamics of Retailing
- Retailing Theory and Retail Formats
- Global & Indian Retail Scenario and Liberalization: Impact on Retail Industry
- Retail Consumer and Determinants of Retail Store Selection
- Emerging Trends in Indian Retailing

UNIT – II: Retailing Strategy (4 Hours)

- Retail Market and Financial Strategy
- Retail Location Strategy
- Retail Information System
- Customer Relationship Management
- Case Study

UNIT – III: Merchandise Management (4 Hours)

- Managing Merchandise Assortments
- Merchandise Planning Systems
- Buying Merchandise

- Retail Pricing
 - Retail Communication Mix
- UNIT – IV: Store Management and CVM (4 Hours)**

- Retail Atmospheric
 - Store Layout, Design & Visual Merchandising
 - Customer Value Management
 - Technology in Retailing
- UNIT – V: Rural & e-Retailing (3 Hours)**

- Rural Retailing
- Foundation of e-Retailing
- e-Retailing: the Application Domain
- e-Retailing: The Current Trends
- Artificial Intelligence and Retailing
- Case Study

Prescribed Text Books:

1. Levy M., Weitz B.A and Pandit A. (2008), Retailing Management, 6th Edition, Tata McGraw Hill, New Delhi.
2. Berman B., Evans J. R. and Mathur, Mini (2011), Retail Management, 11th Edition, Pearson Education, New Delhi.
3. Sharma, D.P. (2009), e-Retailing, 1st Edition, Himalaya Publishing House, New Delhi.

Suggested Additional Readings:

1. Cox Roger, Brittain Paul (2011), Retailing, 5th Edition, Pearson Education, New Delhi.
2. Srinivasan R. Srinivasan K. R. (2009), Cases in Retail Management, Bizantra.
3. Varley Rosemary, Retail Product Management, 2nd Edition, Routledge.
4. Singh Harjit (2011), Retail Management, S. Chand & Company Ltd., New Delhi.
5. Sheikh I. Arif, Fatima Kaneez (2011), Retail Management, Himalaya Publishing House, New Delhi.

LECTURE PLAN

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1&2	Introduction to Retailing	Book 1	Chapter 1
		Book 2	Chapter 1
Lecture – 3	Retail Formats	Book 1	Chapter 2
		Book 2	Chapter 4,5,& 6
Lecture – 4	Retail Scenario: Global and Indian and Retail Consumers	Book 1	Chapter 4

Lecture-5	Emerging trends in Indian Retailing	Journals	Research Papers
Lecture – 6	Retail Market Strategy	Book 1	Chapter 5
Lecture – 7	Financial Strategy	Book 1	Chapter 8
Lecture – 8	Location Selection for retail store and Retail Information System	Book 1 Book 2	Chapter 7&10 Chapter 10
Lecture – 9	CRM Strategies for retailing	Book 1 Journals	Chapter 5 Research Papers
Lecture – 10	Case Study		
Lecture – 11	Assortments and Merchandise Planning	Book 1 Book 2	Chapter 12&13 Chapter 14&15
Lecture – 12	Purchase of Merchandise and Retail Pricing	Book 1 Book 2	Chapter 14&15 Chapter 17
Lecture – 13	Retail promotion	Book 2 Book 1	Chapter 19 Chapter 16
Lecture – 14	Store operations and evaluation of store performance	Book 1	Chapter 17
Lecture – 15	Store Design objectives, Space Management and Category Management	Book 1	Chapter 18
Lecture – 16	Customer Value Management	Book 1	Chapter 19
Lecture – 17	Technology and Retailing	Journals	Research Papers
Lecture – 18	Rural Retailing &E-tailing	Journals	Research Papers
Lecture – 19	e-tailing: Applications	Book 3 Journals	Chapter 3&4 Research Papers
Lecture – 20	Current Trends in e-retailing	Journals	Research Papers

Rural Marketing

Course Code: MGT 331

Course Name: Rural Marketing

Faculty Coordinator: Dr. Chaman Lal

Year of Introduction/Revision of Course Contents 5 2020

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable students to apply the concepts and methods of marketing management to rural markets.
- Understand the characteristics of the evolving rural consumer
- Understand the unique challenges and peculiarities of Indian Rural Markets.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - a. Class participation = 5%
 - b. Field work/Presentation = 10%
 - c. Case studies/Assignment = 5%
 - d. Surprise test/Activity = 5%

Course Contents:

UNIT - I: Rural Marketing (6 Hours)

- Rural Markets and its unique features, Rural Marketing, Evolution of Rural Marketing, and Difference between Rural Marketing and Urban Marketing.
- Need for Exploring the Rural Markets and Go Rural Decision
- Rural Marketing Models and Rural Marketing: Challenges & Opportunities
- The Rural Marketing Mix

UNIT - II: Rural Market Environment and Segmenting and Attracting Rural Markets (5 Hours)

- Rural Marketing Environment and their influences on marketing operations
- Need for Rural Market Segmentation, and Bases for Market Segmentation
- Emerging Segments and guides to effective segmentation
- Market Segmentation, Targeting and Positioning Strategies
- Cases: Selecting and Attracting Rural Markets

UNIT - III: Rural Consumer Behaviour and Rural Marketing Mix-I (7 Hours)

- Model of Consumer Behavior
- Buyer Characteristics, Rural Shopping Habits/Buying behavior patterns
- 4As of Rural Marketing
- Product Strategies in Rural Marketing

- Pricing Strategies in Rural Markets

UNIT - IV: Rural Marketing Mix-II

(6

Hours)

Distribution Decisions: -

- Distribution- The availability Challenge
- Distribution Practices and Rural Logistics
- Distribution Decisions
- Guidelines for Achieving Efficiency in Retail Operations

Promotion Decisions: -

- Rural Promotion Mix-IMC
- Promotion Strategies
- Rural Specific Promotion Methods and Developing the Sales Force for Rural Markets

UNIT – V: Applications

(6 Hours)

- Marketing of Consumer Goods and Services
- Social and Agricultural Marketing
- Marketing of Rural Industrial Products
- Marketing in Small Towns
- Future of Rural Marketing in India

Prescribed Text Books:

1. Krishnamacharyulu C S G and Ramakrishnan Lalitha (2011), Rural Marketing: Text and Cases, Second Edition, Pearson Education, India.
2. Kashyap Pradeep, Rural Marketing (2012), Second Edition, Pearson Education, India.
3. Balram, Dogra and Ghuman Kharminder (2008), Rural Marketing: Concept and Practices, Tata McGraw Hill, New Delhi.

Suggested Additional Readings:

1. Gopalswamy T P, Rural Marketing, Wheeler Publishers, New Delhi.
2. Kashyap Pradeep, Amp, Raut, Sidhartha (2005), Rural Marketing, Wiley, New Delhi.
3. Neelmeghan S, Marketing in India: Cases and Readings, Vikas Publishing House, New Delhi.
4. Krishnamoorthy R(2011), Introduction to Rural Marketing, 3rd Revised Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.

LECTURE PLAN

Lectures	Topics	Prescribed Text Book(s)	Chapter No.
Lecture – 1	Meaning of Rural Markets, Characteristics of Rural Markets and Rural Marketing	Book 1	Chapter 1
		Book 2	Chapter 1
		Book 3	Chapter 1

Lecture – 2	Evolution of Rural Marketing and Difference between Rural and Urban Marketing	Book 1 Book 2 Book 3	Chapter 1 Chapter 2 Chapter 1&4
Lecture – 3	Need for Exploring the Rural Markets and Go Rural Decisions	Book 1	Chapter 1
Lecture – 4&5	Rural Marketing Models and Rural Marketing: Challenges and Opportunities	Book 1 Book 3	Chapter 1 Chapter 1&5
Lecture – 6	Rural Marketing Mix	Book 1 Book 2	Chapter 1 Chapter 1
Lecture – 7	Rural Marketing Environment and their Influences on Marketing Operations	Book 1	Chapter 2
Lecture – 8&9	Need for Rural Market Segmentation, emerging segments and Bases for Market Segmentation	Book 1 Book 3	Chapter 6 Chapter 3
Lecture – 10&11	Rural Market Segmentation, Targeting and Positioning Strategies and Cases: Rural Experiences	Book 2 Book 1	Chapter 5 Chapter 6 & 3
Lecture – 12&13	Rural Consumer Behaviour, Need for Studying Rural Consumer Behaviour and Factors Affecting Rural Consumer Behaviour	Book 1 Book 2 Book 3	Chapter 4 Chapter 3 Chapter 7
Lecture – 14&15	Models of Consumer Behaviour, Shopping Habits of Rural People and Buying patterns	Book 1 Book 3 Book 2	Chapter 4 Chapter 7 Chapter 3
Lecture – 16	4As in Rural Marketing	Book 3	Chapter 8
Lecture – 17 & 18	Product & Pricing Strategies in Rural Markets	Book 1 Book 2	Chapter 7&8 Chapter 6&7
Lecture – 19	Distribution Decisions and Logistics in Rural Markets	Book 1 Book 2	Chapter 9 Chapter 8
Lecture – 20&21	Guidelines for Achieving Efficiency in Retail Operations	Book 1 Book 2	Chapter 10 Chapter 8

Lecture – 22&23	Rural Promotion Mix, Promotion Strategies	Book 1 Book 2	Chapter 11 Chapter 9
Lecture – 24	Rural Specific Promotion Methods	Book 2	Chapter 9
Lecture – 25&26	Marketing of Consumer Goods and Services	Book 1 Book 2	Chapter 12&14 Chapter 10
Lecture – 27	Social and Agricultural Marketing	Book 1 Book 3	Chapter 13&16 Chapter 18&19
Lecture – 28	Marketing of Rural Industrial Products	Book 1 Book 3	Chapter 17 Chapter 21
Lecture – 29	Marketing in Small Towns	Book 2	Chapter 11
Lecture – 30	Future of Rural Marketing in India	Book 1 Book 2	Chapter 18 Chapter 12

Business Marketing

Course Code: MGT 334

Course Name: Business Marketing

Faculty Coordinator: Dr. Chaman Lal

Year of Introduction/Revision of Course Contents 2020

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Understand the unique challenges and peculiarities of industrial Markets.
- Apprise the students about various dimensions of the industrial marketing.
- Enable students to devise the strategies to meet the.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - a. Class participation = 5%
 - b. Field work/Presentation = 10%
 - c. Case studies = 5%
 - d. Surprise test/Activity = 5%

Course Contents:

UNIT - I: Introduction to Business Marketing (5 Hours)

- Nature of Industrial/ Business Markets, and Need to study Business Marketing.
- Market Structure and Differences in Marketing Practices
- Economics of Industrial Demand and Organizational Customers
- Classifications of Industrial Products
- Unique Characteristics of Organizational Procurement

UNIT - II: Business Marketing Environment and Buyer Behaviour (6 Hours)

- Business Marketing Environment
- Strategies for Managing the Business Environment
- The Buygrid Model, Buying Centers and Buying Influencers
- Organizational Buying and Joint Decision Making
- Buying Committee and Supplier Choice
- Case Study

UNIT - III: Assessing Market Opportunities (6 Hours)

- Strategies Over Buying Situations and Phases
- Partnering Marketing
- Macro, Micro, Intermediate, and Nested Approach to Segmentation
- Business-to- Business Targeting, differentiation, and positioning
- Case Study

UNIT - IV: Managing Marketing Processes (7 Hours)

Industrial Product Decisions: -

- Industrial Product Offerings and Tools for Managing Product Offerings
- Product revitalization/elimination and Business Services Marketing
- New Product Offering Development

Pricing Policies: -

- Costs, Customers, and Competitors
- Industrial Pricing Policies and Methods
- Competitive Bidding, Price Negotiation and Leasing

UNIT – V: Roots to Market and Business Marketing Communication (6 Hours)

Channel Strategy: -

- Reaching and Satisfying Customers
- Dual-Channel Strategies and Choosing the Right Distributor
- Improving Channel Performance

Business Communication: -

- Major Decisions in Industrial Marketing Communication
- Relationship Communication and KAM Approach

Prescribed Text Books:

1. Reeder Robert, Brierty Edward and Reeder Betty (2013), Industrial Marketing: Analysis, Planning and Control, Second Edition, PHI Learning, Delhi.
2. Brennan, R., Canning, L., and McDowell, R. (2011), Business-to-Business Marketing (Second Edition), Sage India Publication, New Delhi.
3. Havalder, Krishna, K. (2014), Business Marketing (4 ed.), Tata M. Hill, New Delhi.

Suggested Additional Readings:

1. Vitale, Business to Business Marketing, Thomson Learning Mumbai.
2. Corey, E, Industrial Marketing: Cases and Concepts, 3rd Edition, Prentice Hall Inc.
3. Gross, A C, (1993), Business Marketing, Houghton Mifflin.
4. WEBSTER, F. E., INDUSTRIAL MARKETING STRATEGY, SECOND EDITION, JOHN WILEY.
5. CHERUNILAM, F. (2015), INDUSTRIAL MARKETING: TEXT AND CASES, HIMALAYA PUBLISHING HOUSE.

Articles:

1. Frederick E. Webster, Jr., "Management Science in Industrial Marketing," Journal of Marketing (January 1978), pp. 21-27.

LECTURE PLAN

Lectures	Topics	Prescribed Text Book(s)	Chapter No.
Lecture – 1	Nature of Industrial/ Business Markets, and Need to study Industrial Marketing.	Book 1 Book 2 Book 3	Chapter 1 Chapter 1 Chapter 1
Lecture – 2	Market Structure and Differences in Marketing Practices	Book 1 Book 2 Book 3	Chapter 1 Chapter 2 Chapter 1&4
Lecture – 3	Classifications of Industrial Products	Book 1	Chapter 1

Lecture – 4&5	Economics of Industrial Demand and Organizational Customers	Book 1 Book 3	Chapter 1 Chapter 1&5
Lecture – 6	Unique Characteristics of Organizational Procurement	Book 1 Book 2	Chapter 1 Chapter 1
Lecture – 7	Industrial Marketing Environment	Book 1	Chapter 2
Lecture – 8&9	Strategies for Managing the Industrial Environment	Book 1 Book 3	Chapter 6 Chapter 3
Lecture – 10&11	The Buygrid Model, Buying Centers and Buying Influencers	Book 2 Book 1	Chapter 5 Chapter 6 & 3
Lecture – 12&13	Organizational Buying and Joint Decision Making	Book 1 Book 2 Book 3	Chapter 4 Chapter 3 Chapter 7
Lecture – 14&15	Buying Committee and Supplier Choice	Book 1 Book 3 Book 2	Chapter 4 Chapter 7 Chapter 3
Lecture – 16	Case Study	Book 3	Chapter 8
Lecture – 17 & 18	Strategies Over Buying Situations and Phases	Book 1 Book 2	Chapter 7&8 Chapter 6&7
Lecture – 19	Partnering Marketing	Book 1 Book 2	Chapter 9 Chapter 8
Lecture – 20&21	Macro, Micro, Intermediate, and Nested Approach to Segmentation	Book 1 Book 2	Chapter 10 Chapter 8
Lecture – 22&23	Business-to- Business Targeting, differentiation, and positioning	Book 1 Book 2	Chapter 11 Chapter 9
Lecture – 24	Case Study	Book 2	Chapter 9
Lecture – 25&26	Industrial Product Decisions	Book 1	Chapter 12&14

		Book 2	Chapter 10
Lecture – 27	NPD	Book 1 Book 3	Chapter 13&16 Chapter 18&19
Lecture – 28	Competitive Bidding	Book 1 Book 3	Chapter 17 Chapter 21
Lecture – 29	Reaching and Satisfying Customers	Book 2	Chapter 11
Lecture – 30	Communicating with Business Customers	Book 1 Book 2	Chapter 18 Chapter 12

Entrepreneurship Development

Course Code: MGT 394

Course Name: Entrepreneurship Development

Faculty Coordinator: Dr. Chaman Lal

Year of Introduction/Revision of Course Contents 2021

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Develop Entrepreneurship Skills in Students by giving an overview of who the entrepreneurs are and what competencies are needed to become an Entrepreneur.
- Enable the students to prepare business plan, successfully launch and subsequently manage their enterprises.
- Make students familiar with different financial institutions which support entrepreneurship development.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
 2. End Term Examination: 50%
 3. Continuous Internal Assessment: 25%
- Business Plan : 15%

- Assignments/Presentation : 5%
- Class Participation : 5%

Course Contents:

UNIT – I:	Fundamentals of Entrepreneurship	(8 Hours)
	<ul style="list-style-type: none"> • Concept of Entrepreneur and Entrepreneurship • Entrepreneur Versus Manager • Why Entrepreneurship? • Theories of Entrepreneurship • Classification of Entrepreneurs/Entrepreneurship 	
UNIT – II:	Entrepreneurial Development	(8 Hours)
	<ul style="list-style-type: none"> • Factors Influencing Entrepreneurial Development & Models of Entrepreneurship • Entrepreneurship Development Programme • Entrepreneurial Competencies: Areas and Development • Emerging Areas for Entrepreneurship • Success Stories of Entrepreneurs 	
UNIT – III:	Entrepreneurial Support	(8 Hours)
	<ul style="list-style-type: none"> • Entrepreneurial Policies in India • Start-up India Campaign • Institutional Support to Entrepreneurs • Clustering: Relevance and Successful Clusters 	
UNIT – IV:	Creating and Starting the Venture	(8 Hours)
	<ul style="list-style-type: none"> • Creativity and Business Idea. • Legal Issues for the Entrepreneur • IPR and Entrepreneurship • Feasibility Analysis • The Business Plan: Formulation and Submission 	
UNIT – V:	Entrepreneurship Management	(8 Hours)
	<ul style="list-style-type: none"> • Selection of types of ownership • Strategies for Growth • Entrepreneurial Sickness & Rehabilitation • Case Study 	

Prescribed Text Books:

1. Hisrich, R.D., Peters, M.P. & Shepherd, D.A., (2008), Entrepreneurship, Sixth Edition, Tata McGraw-Hill, New Delhi.
2. Khanka, S.S., (2012), Entrepreneurial Development, First Edition(Revised). S. Chand & Company Ltd., New Delhi.
3. Roy, Rajiv., (2011), Entrepreneurship, Second Edition, Oxford University Press.
4. Charantimath P.M., (2008), Entrepreneurship Development & Small Business Enterprise, Third Edition, Pearson Education, New Delhi.

Suggested Extra Readings:

1. Zimmerer, W., Thomas, Scarborough, M., Norman, (2009), Essentials of Entrepreneurship and Small Business Management, Fifth Edition, PHI Learning Private Ltd, New Delhi.
2. Barringer, R., Bruce, Ireland, Duane, R., (2011), Entrepreneurship: Successfully Launching New Ventures, Third Edition, Pearson Education, New Delhi.
3. Timmons, A., Jeffrey, Spinelli, Stephen, (2009), New Venture Creation: Entrepreneurship for the 21st Century, Seventh Edition, Tata McGraw-Hill, New Delhi.
4. Morse, A., Eric, Mitchell, K., Ronald, (2009), Cases in Entrepreneurship: The Venture Creation Process, Fourth Printing, SAGE Publications Inc., New Delhi.
5. Desai, Vasant, (2012), Entrepreneurial Development and Management of Small and Medium Enterprises, Second Edition Edition, Himalaya Publishing House, Mumbai.
6. Sinha, S K (2010), Small Business Management, Centrum Press, New Delhi.
7. Desai, Vasant, (2011), Entrepreneurial Development, Sixth Edition, Himalaya Publishing House, Mumbai.

LECTURE PLAN

Lectures	Topics	Prescribed Text Book(s)	Chapter No.
Lecture – 1-3	Meaning, Concept, Characteristics and Qualities of Entrepreneur	Book-1	Chapter-1
Lecture – 4&5	Nature and Importance of Entrepreneurship	Book-3	Chapter-1
Lecture – 5&6	Theories of Entrepreneur and Entrepreneurship	Book-2	Chapter-2
Lecture – 7&8	Classification of Entrepreneurship and Types of Entrepreneurs	Book-3	Chapter-2
Lecture – 9&10	Cases: Successful Entrepreneurs	Reference material to be provide	
Lecture – 11&12	Entrepreneurship Development and Factors influencing Entrepreneurship Development	Book-3	Chapter-3
Lecture – 13&14	Entrepreneurial Process and Development Models	Book-1	Chapter-3
Lecture – 15&16	Entrepreneurship Development Programme	Book-3	Chapter-4

	and Emerging areas for entrepreneurship		
Lecture – 17&18	Creativity, Idea Generation, Identification, Classification of Ideas and Environmental Scanning	Book-1	Chapter-5
Lecture – 19-21	Legal Issues for the Entrepreneurs	Book-3	Chapter-5
Lecture – 22&23	Feasibility Analysis and Project Planning	Book-3	Chapter-7
Lecture – 24-27	Business Plan	Book-3	Chapter-8
Lecture – 28&29	Selection of types of ownership	Book-2	Chapter-6
Lecture – 30	Strategies for Growth	Book-1	Chapter-7
Lecture – 31&32	Entrepreneurial Sickness	Book-1	Chapter-9
Lecture – 33& 34	Cases: Best Management Practices	Reference material to be provide	
Lecture – 35&36	Central Level Support Institutions	Reference material to be provide	
Lecture – 37&38	State Level Support Institutions	Reference material to be provide	
Lecture – 39	SIDBI, NABARD and Other Agencies	Reference material to be provide	
Lecture – 40	Clustering	Book-3	Chapter-10

Customer Relationship Management

Course Code: MGT 434

Course Name: Customer Relationship Management

Faculty Coordinator: Dr. Chaman Lal

Year of Introduction/Revision of Course Contents 2021

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Acquaint students with the basic issues in Customer Relationship Management (CRM).
- Enable students to apply concepts of CRM in creating and building of customer value, satisfaction and loyalty.
- Understand the strategies of attracting and retaining the customers.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - a. Class participation = 5%
 - b. Assignments/Presentations=10%
 - c. Case studies =5%
 - d. Surprise test/Activity =5%

Course Contents:

UNIT - I: Introduction to Customer Relationship Management (6 Hours)

- Relationship in Business, Theoretical Perspective, Models/Levels, Issues in Relationship
- CRM, Factors Responsible for Growth of CRM, CRM Cycle, Stakeholders of CRM Objectives, Significance and Benefits of CRM
- Components of Successful Relationship
- CRM: Organization's Biggest Asset

UNIT - II: Customer Experience and CRM Strategies (6 Hours)

- Emotion and Customer Experience
- 3Ds of Customer Experience and Customer Experience Management
- Attributes of CRM, Strategic Framework for CRM Success
- Building Blocks of CRM
- Relationship Brands
- Components of CRM Programme and CRM Process

UNIT - III: Creating/ Building Customer Value, Satisfaction and Loyalty (7 Hours)

- Data Warehousing, Data Mining, Sales Force Automation
- Customer Value, Customer Perceived Value, Customer Life Time Value
- Customer Satisfaction, Monitoring Satisfaction, and Customer Loyalty
- Customer Equity
- Case Study

UNIT - IV: Service Quality and CRM Implementation (6 Hours)

- Service Quality
- Service Failure and Recovery
- Customer Retention
- Steps of CRM Implementation
- Case Study

UNIT – V: Other Issues of CRM (5 Hours)

- eCRM
- Employee Factor in CRM

- Social Networks: C2C Exchanges and Relationships
- CRM Practices in Indian Service Business
- Emerging Concepts and Perspectives

Prescribed Text Books:

1. Rai Alok Kumar (2013), Customer Relationship Management: Concepts and Cases, Second Edition, PHI Learning Pvt. Ltd., Delhi.
2. Biswas Supriya (2011), Relationship Marketing: Concepts, Theories and Cases, PHI Learning, Delhi.
3. Baron, Conway and Warnaby (2010), Relationship Marketing: A consumer Experience Approach, SAGE Publications Ltd.

Suggested Additional Readings:

1. Gosney John W and Thomas P Boehm, Customer Relationship Management Essentials, Prentice Hall, New Delhi.
2. Buttle Francis (2009), Customer Relationship Management: Concepts and Technologies, Second Edition, Elsevier and Taylor & Francis Group.
3. Kotler, Keller, Koshy and Jha (2009), Marketing Management: A South Asian Perspective, Thirteenth Edition, Peason Education, India.
4. Seth Jagdish N et. al, Customer Relationship Management, Tata McGraw Hill Publishing Co., New Delhi.
5. Bhatt K Govinda (2010), Customer Relationship Management, First Edition, Himalaya Publishing House.

LECTURE PLAN

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Evolution & Theoretical Perspective	Book 3 Book 1	Chapter 1 Chapter 1
Lecture – 2	Types, Stages and Issues in Relationship	Book 1	Chapter 1
Lecture – 3	Meaning, Factors Responsible for Growth of CRM, CRM Cycle	Book 1 Book 2	Chapter 2 Chapter 1
Lecture – 4	Stakeholders of CRM, Objectives, Significance and Benefits of CRM	Book 1 Book 2 Book 3	Chapter 2 Chapter 1 Chapter 2
Lecture – 5&6	Components of Successful CRM, Reasons	Book 2	Chapter 1

	for Customer Loss	Book 3	Chapter 2
Lecture – 7	Attributes of CRM, Strategic Framework for CRM Success	Book 1 Book 2	Chapter 3 Chapter 2
Lecture – 8	Building Blocks of CRM, CRM Strategies	Book 2	Chapter 2
Lecture – 9&10	Types of CRM, CRM in Marketing	Book 2	Chapter 3&4
Lecture – 11	Components of CRM Programme, CRM Process	Book 1	Chapter 4
Lecture – 12	Data Warehousing, Data Mining, SFA, Call Centre	Book 1 Book 2	Chapter 10 Chapter 11
Lecture – 13	Customer Value, Customer Perceived Value, Customer Life Time Value	Book 2 Book 1	Chapter 5 Chapter 15
Lecture – 14&15	Customer Satisfaction, Monitoring Satisfaction, Customer Loyalty	Book 1 Book 3	Chapter 6&7 Chapter 3
Lecture – 16	Service Quality, Building a Relationship with Rural Customer	Book 1	Chapter 8&17
Lecture – 17&18	Retaining Customer, Customer Experience Management, Service Recovery	Book 1 Book 2	Chapter 12&13 Chapter 13
Lecture – 19,20&21	CRM Implementation Model, Steps of CRM Implementation, Framework of Successful CRM	Book 1 Book 2	Chapter 4 Chapter 8
Lecture – 22&23	CRM Implementation, Right CRM Solution Decision	Book 2	Chapter 8
Lecture – 24&25	CRM Practices in Indian Service Business	Book 1	Chapter 18
Lecture – 26&27	eCRM	Book 2 Book 1	Chapter 6 Chapter 9&11
Lecture – 28	hCRM	Book 1 Book 2	Chapter 14 Chapter 12
Lecture – 29	Social Networks: C2C Exchanges	Book 3 Book 1	Chapter 10 Chapter 16
Lecture – 30	CRM-Opportunities and Challenges	Book 1	Chapter 14

Sales & Distribution Management

Course Code: MGT 433

Course Name: Sales & Distribution Management

Faculty Coordinator: Dr. Chaman Lal

Year of Introduction/Revision of Course Contents 2021

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Acquaint students with the fundamentals of sales and distribution management.
- Enable students to manage the sales, sales force and distribution functions.
- Provides experience to handle to real time situations

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%.
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - a. Class participation = 5%
 - b. Assignments/Presentations=10%
 - c. Case studies/ Role play =5%
 - d. Surprise test/Activity =5%

Course Contents:

UNIT - I: Introduction to Sales Management

(5 Hours)

- Overview of Sales Management
- Role and Success factors of Professional Salespeople
- Sales Management Positions
- Modern Selling/ The Effective Sales Executive
- Theories of Selling
- Buyer Behaviour: Organizational Vs Consumer

UNIT – II: Sales Process, Sales Planning and Sales Organization

(4 Hours)

- Sales Preparation and Process
- Sales Planning and Sales Forecasting
- Budgeting
- Management of Key Accounts, Sales Territories and Quotas
- Role Play: Presenting and Managing Sales

UNIT - III: Sales Force Management

(3

Hours)

- Sales Force Management
- Recruitment and Selection
- Training, Motivating and Compensating Sales Personnel
- Managing Expenses of Sales Personnel, Sales Meeting and Contests
- Sales Control and Case study
- Case Study: Managing Sales Expenses

UNIT - IV: Distribution Management-I

(4 Hours)

- Marketing Channels: Functions, Level and Formats
- Adding Value through Channels
- Channel Institutions and Its Management
- Case: Distribution Management

UNIT - V: Distribution Management-II

(4 Hours)

- Distribution Strategies and Designing Channel Systems
- Channel Power
- Channel Conflict Management
- ICT Implication on Sales and Distribution Management

Prescribed Text Books:

1. Havaladar Krishna and Cavale Vasant (2011), Sales and Distribution Management, Tata McGraw Hill Education.
2. Still, Cundiff and Govoni (2011), Sales Management (Decision, Strategy and Cases), Pearson Education, India.
3. Jobber and Lancaster (2011), Selling and Sales Management, Seventh Edition, Pearson Education, India.

Suggested Additional Readings:

1. Coughlan, Anderson, Stern, El-Ansary and Natarajan (2011), Marketing Channels, Seventh Edition, Pearson Education, India.
2. Allen, R Y, Selling Dynamics, Tata McGraw Hill, New Delhi.
3. Gupta Vaswar Das, Sales Management-The Indian Perspective, Prentice Hall, Delhi.
4. Kotler, Keller, Koshy and Jha (2009), Marketing Management: A South Asian Perspective, Thirteenth Edition, Peason Education, India.
5. Kumar Arun and Meenakshi N (2011), Marketing Management, Second Edition, Vikas Publishing House Pvt. Ltd.
6. Stern, Adell and Anne, Marketing Channels, Prentice Hall, Delhi.

LECTURE PLAN

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1&2	Overview of Sales Management	Book 1 Book 2	Chapter 1 Chapter 2
Lecture – 3&4	Role & Success factors of professional sales people	Book 3 Book 2	Chapter 1 Chapter 1
Lecture – 5&6	Selling, Modern Selling and Theories of Selling	Book 2 Book 1 Book 3	Chapter 2 Chapter 2 Chapter 1
Lecture-7	Organizational Vs Consumer Buyer Behaviour	Book 3	Chapter 3
Lecture – 8	Sales Planning & Sales Forecasting	Book 1	Chapter 3
Lecture – 9	Sales Budgets	Book 1 Book 2	Chapter 3 Chapter 20
Lecture – 10&11	Management of Key Accounts, Sales Territories and Quotas	Book 1 Book 2 Book 3	Chapter 4 Chapter 21&22 Chapter 9
Lecture – 12&13	Sales Organisation and Relationship Selling Case Study	Book 1 Book 2 Book 3	Chapter 5 Chapter 7 Chapter 10
Lecture – 14	Personnel Management in the Selling Field	Book 1 Book 2	Chapter 5 Chapter 10
Lecture – 15	Recruiting and Selecting Sales Personnel	Book 2	Chapter 11&12
Lecture – 16	Training, Motivating and Compensation	Book 1 Book 2	Chapter 6 Chapter 13-16
Lecture – 17&18	Managing Expenses of Sales Personnel, Sales Meeting and Contests	Book 2 Book 1	Chapter 17&18 Chapter 7
Lecture – 19	Sales Control	Book 1 Book 2	Chapter 7 Chapter 19

		Book 3	Chapter 16
Lecture – 20&21	Meaning and Need of Distribution Channel, Distribution Channel Strategy	Book 1	Chapter 8
Lecture – 22	Marketing Channels, Prominent Channel Systems	Book 1	Chapter 9
Lecture – 23&24	Channel Institutions and Case Study	Book 1	10&11
Lecture – 25	Channel Design, Planning Process, Channel Design Implementation	Book 1	Chapter 12
Lecture – 26	Channel Management	Book 1	Chapter 13
Lecture – 27&28	Elements of a Channel Information Systems, Performance Evaluation, Implementation and IT Systems for Channels	Book 1	Chapter 14
Lecture – 29	Logistics and SCM	Book 1	Chapter 15
Lecture – 30	International Sales and Distribution Management	Book 1	Chapter 16

Global Marketing

Course Code: MGT 438

Course Name: Global Marketing

Faculty Coordinator: Dr. Chaman Lal

Year of Introduction/Revision of Course Contents 2021

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/

optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Acquainting students with the concepts and operations of marketing in international environment.
- Enable the students to develop and implement plans and strategies for entering international markets and managing overseas operations.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - a. Class participation = 5%

(**Note:** Below 75%=0, 75-80%=1, Above 80- 85%=2, Above 85-90%=3, Above 90-95%=4, Above 95%=5)

- b. Assignments/Presentations=10%
- c. Case studies =5%
- d. Surprise test/Activity =5%

Course Contents:

UNIT - I: Global Marketing

(4 Hours)

- Meaning, Nature and Importance of Global Marketing
- Concepts and Global Marketing Orientations
- Factors Affect Global Marketing
- Reasons for Global Marketing and Global Marketing Decisions
- Driving and Restraining Forces

UNIT - II: Global Marketing Environment

(4 Hours)

- Internal and External Environment
- Barriers in Global Marketing
- Growing Intra-regional Trade
- Stages of Market Development
- The Mindset of a global company
- MNCs and Emerging Countries
- Case Study

UNIT - III: Foreign Market Selection

(5 Hours)

- Market Selection Process
- Determinants of Market Selection
- Global Market Segmentation, Targeting, and Positioning
- Foreign Market Entry Strategies
- Case Study

UNIT - IV: Global Marketing Mix

(4 Hours)

Global Customers

Product Decisions: -

- Product mix and Global PLC
- Branding, Packaging, and Labeling
- Product Communication Strategies

Pricing Decisions: -

- Environmental Influences on Pricing Decisions
- Global Pricing objectives and Strategies

Distribution Decisions: -

- Global Channel System and Types of Intermediaries
- Channel Strategy for New market Entry
- Global Logistics System

Promotion Decisions: -

- Promotion Strategies and Communication Mix
- Role of Export Promotion Organisation and Problems in Global Marketing Communication

UNIT – V: Issues in Global Marketing and Future of Global Marketing

(3 Hours)

- Export Promotion, Export Procedures and Documents
- Global e-marketing, and Global Marketing of Services
- Future of Global Marketing

Prescribed Text Books:

1. Keegan Warren J. & Bhargava Naval K. (2011), Global Marketing Management, 7th Edition, Pearson Education, India.
2. Joshi R M (2005), International Marketing, Oxford University Press.
3. Rajagopal, International Marketing: Global Environment, Corporate Strategy, Case Studies, Vikas Publishing House Pvt. Ltd., Delhi.

Suggested Additional Readings:

1. Srinivasan R, International Marketing (2011), 3rd edition, PHI Learning Pvt. Ltd., New Delhi.
2. Joshi R M (2005), International Marketing, Oxford University Press.
3. Kotler Philip, Principles of Marketing, Prentice Hall New Delhi.
4. Fayerweather John, International Marketing, Prentice Hall, New Delhi.
5. Bhattacharya R L & Varshney B, International Marketing Management, Sultan Chan, New Delhi.
6. Onkvisit Sak and John J Shaw, International Marketing: Analysis and Strategy, Prentice Hall, New Delhi.
7. Cherunilam Francis (2012) International Marketing (Text and Cases), 12th Revised Edition, Himalaya Publishing House Pvt. Ltd., Mumbai.
8. Siddiqui S A (2011), International Marketing, Dreamtech Press.

LECTURE PLAN

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1&2	Meaning, Nature and Importance of International Marketing	Book 1 Book 2	Chapter 1 Chapter 1
Lecture – 3	Concepts and International Marketing Orientations	Book 1 Book 3	Chapter 1 Chapter 2
Lecture – 4&5	Factors affect International Marketing, Reasons for International Marketing and International Marketing Decisions	Book 3	Chapter 1
Lecture – 6&7	Driving and Restraining Forces	Book 1	Chapter 1
Lecture – 8&9	Internal and External Environment	Book 3 Book 1	Chapter 5&6 Chapter 3&4
Lecture – 10	Barriers in International Marketing	Book 3	Chapter 1
Lecture – 11&12	Trading blocs and Growing Intra-regional Trade, MNCs and International Marketing strategies	Book 1	Chapter 2
Lecture – 13&14	Market Selection Process & Determinants of Market Selection	Book 2	Chapter 6
Lecture – 15&16	International Market Segmentation, Targeting, and Positioning	Book 1	Chapter 7
Lecture – 17&18	Foreign Market Entry Strategies	Book 2	Chapter 7
Lecture – 19&20	Product Mix, International PLC, Branding, Packaging and Labeling, Product Communication Strategies and NPD Process	Book 1 Book 2 Book 3	Chapter 11 Chapter 8&9 Chapter 7
Lecture – 21	Environmental Influences on Pricing Decisions and Global Pricing Objectives and Strategies	Book 1 Book 2 Book 3	Chapter 12 Chapter 10 Chapter 8
Lecture – 22&23	International Channel System and Types of Intermediaries, Channel Strategies and International Logistics	Book 1 Book 2	Chapter 13 Chapter 11
Lecture – 24&25	Promotion Strategies, Communication Mix, Role of EPO and Problems in International	Book 1 Book 2	Chapter 15 Chapter 12

	Marketing Communication		
Lecture – 26&27	Export Promotion, Export Procedures and Documents	Book 2	Chapter 15
Lecture – 28&29	Global e-Marketing and International Marketing of Services	Book 1	Chapter 16
Lecture – 30	Future of Global Marketing	Book 1	Chapter 18

Organizational Behavior

Code: MGT 116

Course Name: Organizational Behaviour

Faculty Name: Dr. Rita Sharma/Prof Dipanker

Year of Introduction/Revision of Course Contents 2020

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to-

- Familiarize students to the field of Organizational Behaviour and provide a clear understanding of Concepts, processes and practices of Organizational Behaviour
- To show how concepts and theories can and have been put into practice in a variety of organizations
- Train students to apply the Knowledge of Organizational Behaviour for bringing out organisational effectiveness.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 50
2. End Term Examination: 100
3. Continuous Internal Assessment : 50
 - Class Participation- 20
 - Presentations - 10
 - Case Study-10
 - Assignment- 05
 - Quiz- 05

Course Contents

UNIT I Introduction to Organizational Behaviour (8 Hours)

- Concept and Importance of OB, Multidisciplinary Nature of OB
- Models of Organizational Behaviour
- Roles and Skills of a Manager
- Challenges and Opportunities of OB Managers

UNIT II Perception, Attitude and Job Satisfaction (8 hours)

- Perception- Concept, Factors affecting Perception
- Attribution Theory and Perceptual Errors
- Meaning and Components of Attitude
- Job satisfaction and Factors Affecting Job satisfaction
- Types of Job Attitudes

UNIT III Learning, Leadership and Motivation (8 Hours)

- Theories of Learning- Classical, Operant and Social Learning
- Definition and Importance of Leadership
- Theories of leadership-Trait , Contingency, Behavioural and Contemporary Theories
- Motivation – Concept and Importance
- Content and Process Theories of Motivation

UNIT IV Personality (8 Hours)

- Personality – Components , MBTI
- Big five Model of Personality
- Type A ,Type B Personality

UNIT V Emotions and Stress management (8Hours)

- Emotions and Moods
- Stress Management- Sources of Stress, Consequences of stress, Individual and Organizational Approaches to Stress Management

Text Books

Suggested Reading'

1. Nelson,D,;Quick, James; Khandelwal (2012). ORGB. Cengage Learning. Second Edition
2. Luthan, F.OrganizationalBehaviour.McGraw Hills.1995
3. Ashwathapa, K.. "Organizational Behaviour"Himalyan Publishing House.
4. Pareek, U."Understanding Organizational Behaviour". Orford University Press. Second Edition
5. Prasad, L.M. "Organizational Behaviour "Sultan Chand and Sons, New Delhi.

Lecture Plan

Lectures	Topics	chapter	books
Lecture – 1	Concept and Importance of OB	Chapter-1	book-1
Lecture – 2	Multidisciplinary Nature of OB	chapter-1	book-1
Lecture – 3	Multidisciplinary Nature of OB	chapter-3	book-1
Lecture –4	Models of Organizational Behavior	chapter-2	book-1
Lecture – 5	Models of Organizational Behavior	chapter-1	book-1
Lecture – 6	Roles and Skills of a Manager	chapter-1	book-1
Lecture – 7	Challenges of OB managers	chapter-2	book-1
Lecture – 8	Opportunities of OB Managers	chapter-3	book-1
Lecture – 9	Perception- Concept	chapter-3	book-1
Lecture – 10	Factors affecting Perception	chapter-3	book-1
Lecture – 11	Attribution Theory	chapter-3	book-1
Lecture – 12	Perceptual Errors	chapter-3	book-1
Lecture – 13	Meaning and Components of Attitude	chapter-3	book-1
Lecture – 14	Job satisfaction	chapter-4	book-1
Lecture – 15	Factors Affecting Job satisfaction	chapter-4	book-1
Lecture – 16	Types of Job Attitudes	chapter-5	book-1
Lecture – 17	Theories of Learning- Classical, Operant	chapter-5	book-1
Lecture – 18	Social Learning	chapter-5	book-1

Lecture – 19	Definition and Importance of Leadership	chapter-5	book-1
Lecture – 20	Theories of leadership-Trait , Contingency	chapter-5	book-1
Lecture-21	Theories of leadership-Trait , Contingency	chapter-5	
Lecture-22	Behavioral and Contemporary Theories	chapter-6	book-1
Lecture-23	Motivation – Concept and ImportanceContent	chapter-6	book-1
Lecture-24	Process Theories of Motivation	chapter-6	book-1
Lecture-25	Personality – Components	chapter-6	book-1
Lecture-26	MBTI	chapter-6	book-1
Lecture-27	MBTI	chapter-7	book-1
Lecture-28	Big five Model of Personality	chapter-7	book-1
Lecture-29	Big five Model of Personality	chapter-7	book-1
Lecture-30	Big five Model of Personality	chapter-8	book-1
Lecture-31	Type A Personality	chapter-8	book-1
Lecture-32	Type B Personality	chapter-8	book-1
Lecture-33	Emotions and Moods	chapter-8	book-1
Lecture-34	Stress Management	chapter-9	book-1
Lecture-35	Sources of Stress	chapter-9	book-1
Lecture-36	Sources of Stress	chapter-9	book-1
Lecture-37	Consequences of stress	chapter-10	book-1

Lecture-38	Consequences of stress	chapter-10	book-1
Lecture-39	Individual and Organizational stress	chapter-10	book-1
Lecture-40	Approaches to Stress Management	chapter-10	book-1

Diversity & Cross Cultural Management

Code: MGT 367
Course Name: Diversity & Cross Cultural Management
Faculty Name: Dr. Rita Devi
Year of Introduction/Revision of Course Contents 2020

Credits Equivalent: 02 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to: Understand the importance of cross-cultural management in work and employment Apply their understanding of cultural and institutional differences to evaluate the challenges and opportunities of doing business in different countries

Attendance Requirements: Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination. Evaluation Criteria: Mid Term Examination: 25 End Term Examination: 50 Continuous Internal Assessment: 25 Attendance: 10 Presentation: 5 Class Participation: 5 Quiz: 5

Course Content UNIT I

Introduction to Diversity and Cross-Cultural Management

4 Hours

- Understanding Culture
- Determinants/ dimensions of Culture

- Major Models of National Culture- Hofstede's Model, Hall's Model
- Trompenaar's Cultural Dimensions, GLOBE Study

UNIT II

Communicating across Cultures

4 Hours

- Introduction to Intercultural Communication
- Barriers to Intercultural Communication
- Non-verbal Communication and Culture
- Enhancing Intercultural Communication

Unit III

Negotiating across Cultures

4 hours

- Principles and Types of Negotiation
- Intercultural Communication and the Negotiation Process
- Negotiation Framework and Cultural Variables
- Dimensions of Organizational Culture Influencing Negotiations

UNIT IV

Managing Global Teams

4 Hours

- Meaning and Purpose of Global Business Teams
- Difference between Traditional Teams and Global Teams
- Challenges created by Cultural Differences
- Team Strategies and the Influence of Culture

Unit V

International Assignments and Expatriate Management

4 Hours

- Meaning of Expatriates, Reasons for using Expatriates
- Challenges faced by Expatriates
- Expatriate Failure: Reasons and Consequences
- Factors Influencing the Success of a Foreign Assignment
- Repatriation Issues, Improving the Repatriation Process

Text Books:

1. Madhavan, Shobhana (2011), Cross Cultural Management, Oxford University Press, 12th Edition.
2. French, Ray. (2008), Cross-Cultural Management in Work Organizations, University Press (India) Pvt Ltd. Suggested Reading
3. Bhattacharya, Deepak Kumar. (2010), Cross Cultural Management: Text and Cases, PHI
4. Gannon, Martin J. (2008) Paradoxes of Culture and Globalization. Sage Publications
5. Trompenaars, Fons and C. H. Turner. (1998) Riding the Waves of Culture. McGraw-Hill, Second Edition.
6. Hofstede, Geert; Gert Jan Hofstede and Michael Minkov (2010) Cultures and Organizations: Software of the Mind, McGraw-Hill, Third Edition.
7. Jackson T. International HRM: A Cross-Cultural Approach, London: Sage.
8. Richard Mead and Tim G Andrews. International Management: Culture and Beyond, Chichester UK: John Wiley & Sons.

Organizational Development

Course Code: MGT 463

Course Name: Organizational Development

Faculty Name: Dr. Rita Devi

Year of Introduction/Revision of Course Contents 2020

Credits Equivalent: 04 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Familiarize students to the potency of behavioral science in managing the change and reenergizing the organizations
- Understand different interventions that can be used across various cultures with innovative techniques.
- Train students to apply OD interventions for bringing out organizational effectiveness.

Attendance Requirements: Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
 2. End Term Examination: 50%
 3. Continuous Internal Assessment: 25%
- Attendance and Class Participation: 10% Presentation: 10% Quiz: 5%

Course Content

UNIT I: Organizational Change and its Management (8 Hours)

- Organizational Change – Meaning, Nature, Resistance to change, Sources of resistance and how to overcome it
- Planned Change: Nature of planned change, Theories of Planned change
- Action Research
- General Model of Planned Change, Positive Model of Planned Change
- Leading and Managing Change

UNIT II Organization Development: an Introduction (8 hours)

- Organization Development – Historical background

- Concept and characteristics
- Values, Assumptions and Beliefs in OD
- Implications of OD values and Assumptions
- Organization Development Practitioner (Consultant): Competencies and Knowledge

UNIT III OD Interventions –I

(8 hours)

- Organization Transformation
- Organization transformation vs. organization development
- Definition of Interventions and classification of Interventions
- Individual based interventions – Life and Career Planning
- Transaction Analysis
- Coaching and Counseling and T-Group (Sensitivity Training)

UNIT IV OD Interventions – II

(8 hours)

- Team Interventions: Process Consultations and Role Negotiation Technique
- Fish Bowl Technique
- Role Analysis Techniques
- Intergroup Interventions: Organization Mirroring
- Third Party Peace Making

UNIT V OD Interventions –III

(8 hours)

- Comprehensive OD Interventions: Confrontation Meeting, Strategic Management activities
- Grid Organizational Development
- Structural Interventions and Applicability of OD: Work Redesign, MBO and Appraisal, Quality circles, TQM
- Future of OD

Text Books:

1. Wendell L French and Cecil Bell, Jr.; Organization Development Science Interventions for Organization Development, Prentice Hall of India Private Limited, New Delhi, 2005
2. Cummings, Thomas G. and Worely, G. Christopher (2005), Organization Development & Change, Cengage Learning Private Limited, New Delhi
3. French, Wendell L ; Bell,CecilJr. and Zawacki ,Robert A. (2011) Organization Development and Transformation, Tata McGraw Hill, New Delhi

Additional Readings:

1. Ian Palmer, ReichardDunford and Gib Akin; Managing Organization Change – A Multiple Perspective Approach, Tata McGraw Hill Education Private Limited, New Delhi, 2011
2. V. Nilakant and S. Ramnarayan; Change Management, Response Books, New Delhi, 2009
3. Dianne Waddell, Thomas Cummings, Christopher Worley; Organization Development and Change, Cengage Publication, 2008

Operations Management

Course Code: MGT 302

Course Name: Operations Management

Faculty Name: Dr. Rita Devi

Year of Introduction/Revision of Course Contents 2020

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to understand basic concepts of Operations Management.
- Acquaint the students about Production and Operations functions.
- Enable the students to understand the decision making relating to Operations and Productivity of an organization.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
 - Class participation: 5%
 - Presentations: 5%
 - Assignment: 5%
 - Case studies and case lets: 10%

Course Contents:

UNIT – I: Introduction to Operations Management**(5 Hours)**

- Meaning of Production and Operation management
- Nature and Scope, Role of Operation management
- Production & Operation as a system, as an Organizational function, as Conversion and Transformative system, as a mean of creating utility.
- Responsibilities and Functions of Production & Operation Manager
- Decision making in Operation Management

UNIT – II: Operations in Global Environment**(4 Hours)**

- A Global view of Operations, Cultural and Ethical issues
- Developing Mission & Strategies
- Achieving Competitive advantage through Operations
- Strategic OM Decisions
- Global Operation Strategy, Issues in Operation Strategy

UNIT – III: Material handling and Managing Inventory**(4 Hours)**

- Material handling principles, Classification of material handling equipments
- Inventory Management
- Objectives of Inventory Management
- Techniques of Inventory Control: EOQ, ABC Analysis, Fixation of Levels, VED

UNIT – IV: Location and Layout Decisions**(4 Hours)**

- Facility layout, Strategic Importance of layout Decisions
- Types of Layout
- Strategic Importance of Location decisions
- Factors affecting Location Decisions
- Service Location Decisions

UNIT – V: Managing Quality**(4 Hours)**

- Defining Quality, Dimensions of quality, Quality and Strategy
- Ethics and Quality Management, The Foundations of Modern Quality Management
- TQM, Obstacles to implementing TQM,
- Continuous Improvement, JIT, Lean Systems

Prescribed Text Books:

1. Heizer, Jay; Render, Barry and Rajashekhar, Jagadeesh (2011). **Operations Management**, (9th ed.), Pearson: New Delhi.
2. Roy, Ram Naresh (2005). **A Modern Approach to Operations Management**, New Age International Ltd., New Delhi.

Suggested Readings

1. Aswathappa, K. and Bhat, K.S. (2012). **Production and Operations Management**, HPH: New Delhi.
2. Chary, S. N.,(2002), **Production and Operations Management**, Tata McGraw-Hill: New Delhi
3. Chase, Richard B.; Jacobs, F. Robert and Aquilano, Nicholas J. (2006). **Operations Management for Competitive Advantage**, McGraw-Hill/Irwin: New York.
4. E.V. Adam and R. J. Ebert, (1998), **Production and Operations Management**, Prentice Hall of India: New Delhi
5. Gore, Amol; & Panizzolo, Roberte (2012). **Operations Management**, Cengage: Delhi.
6. Lee, S.M. (et al) (1989), **Operations Management**, Wm. C.Publishers: Iowa
7. Monks, J. (1987), **Operations Management**, Irwin McGraw – Hill: New York
8. Morton, Thomas E. (2003). **Production Operations Management**, Thomson South Western in collaboration with Vikas Publishing House: New Delhi
9. Panneerselvam, R. (2002). **Productions and Operations Management**, Eastern Economy Edition, Prentice Hall of India: New Delhi.
10. Rusesell and Taylor (2012) **Operations Management**, Wiley India: Delhi
11. Stevenson, W. J. (1999), **Production Operations Management**, Irwin McGraw – Hill:New York

Diversity & Cross Cultural Management

Programme of Study	MBA Course
Code:	MGT 304
Course Name:	Diversity & Cross Cultural Management Designed by
Faculty	Dr Rita Devi
Year of Introduction/Revision of Course Contents	2020

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to: Understand the importance of cross-cultural management in work and employment Apply their understanding of cultural and institutional differences to evaluate the challenges and opportunities of doing business in different countries

Attendance Requirements: Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be

permitted to appear in examination. Evaluation Criteria: Mid Term Examination: 25 End Term Examination: 50 Continuous Internal Assessment: 25 Attendance: 10 Presentation: 5 Class Participation: 5 Quiz: 5

Course Contents

UNIT I

Introduction to Diversity and Cross-Cultural Management **4 Hours** Understanding Culture

Determinants/ dimensions of Culture

Major Models of National Culture- Hofstede's Model, Hall's Model Trompenaar's Cultural Dimensions, GLOBE Study

UNIT II

Communicating across Cultures **4 Hours**

Introduction to Intercultural Communication Barriers to Intercultural Communication Nonverbal Communication and Culture

Enhancing Intercultural Communication

Cultural Issues while doing Business in Different Countries (China, US, Japan, Germany, Russia and United Kingdom)

Unit III

Negotiating across Cultures **4 hours**

Principles and Types of Negotiation

Intercultural Communication and the Negotiation Process

Negotiation Framework and Cultural Variables

Dimensions of Organizational Culture Influencing Negotiations

UNIT IV

Managing Global Teams **4 Hours**

Meaning and Purpose of Global Business Teams

Difference between Traditional Teams and Global Teams

Challenges created by Cultural Differences

Team Strategies and the Influence of Culture

Unit V

International Assignments and Expatriate Management **4 Hours**

Meaning of Expatriates, Reasons for using Expatriates

Challenges faced by Expatriates

Expatriate Failure: Reasons and Consequences

Text Books

1. Madhavan, Shobhana (2011), Cross Cultural Management, Oxford University Press, 12th Edition.
2. French, Ray. (2008), Cross-Cultural Management in Work Organizations, University Press (India) Pvt Ltd. Suggested Reading
3. Bhattacharya, Deepak Kumar. (2010), Cross Cultural Management: Text and Cases, PHI 4. Gannon, Martin J. (2008) Paradoxes of Culture and Globalization. Sage Publications . 5. Trompenaars, Fons and C. H. Turner. (1998) Riding the Waves of Culture. McGraw-Hill, Second Edition.
6. Hofstede, Geert; Gert Jan Hofstede and Michael Minkov (2010) Cultures and Organizations: Software of the Mind, McGraw-Hill, Third Edition.
7. Jackson T. International HRM: A Cross-Cultural Approach, London: Sage.
8. Richard Mead and Tim G Andrews. International Management: Culture and Beyond, Chichester UK: John Wiley & Sons.
9. Mead, R.: International Management-Cross Cultural Dimensions: Camb, Mass, Blackwell 10. Shobhana Madhavan: Cross Cultural Management: Oxford University Press.
11. Dowling, P. J.: International Dimensions of Human Resource Management: Wadsworth.
12. Hofstede, G.: Cultures Consequence: International Differences in Work Related Values: Sage.
13. Adler, N.J.: International Dimensions of Organizational Behavior: Boston, Publishing.
14. Journals: International Journal Of Cross Cultural Management, International Journal of Human Resources Management, Harvard Business Review

Lecture Plan

Lecture	Topics	Prescribed text Book	Chapters
1	Understanding Culture	Book -1 Book-2	Chapter-1 Chapter-1
2	Determinants/ dimensions of Culture	Book -1 Book-3	Chapter-2 Chapter-2
		Book-5	Chapter-2
3	Major Models of National Culture- Hofstede"s Model, Hall"s Model	Book -1 Book-5 Book-6	Chapter-2 Chapter-2 Chapter-2
4	Trompenaar"s Cultural Dimensions, GLOBE Study	Book -1 Book-3	Chapter-2 Chapter-2

5	Introduction to Intercultural Communication	Book -8 Book-10	Chapter-3 Chapter -7
6	Barriers to Intercultural Communication	Book -4 Book-5	Chapter-7 Chapter -5
7	Non-verbal Communication and Culture Enhancing Intercultural Communication	Book -7 Book-2	Chapter-3,4 Chapter -3
8	Cultural Issues while doing Business in Different Countries (China, US, Japan, Germany, Russia and United Kingdom)	Book -1 Book -9	Chapter-4 Chapter -4
9	Meaning and Purpose of Global Business Teams	Book -10	Chapter -6
10	Difference between Traditional Teams and Global Teams	Book -7	Chapter -4
11	Challenges created by Cultural Differences	Book -7	Chapter -4
12	Team Strategies and the Influence of Culture	Book -4 Book-5	Chapter-6 Chapter -9
13	Meaning and Purpose of Global Business Teams	Book-3	Chapter-8
14	Difference between Traditional Teams and Global Teams	Book -11	Chapter-9
15	Challenges created by Cultural Differences	Book -11	Chapter -9
16	Team Strategies and the Influence of Culture	Book -12	Chapter10
17	Meaning of Expatriates, Reasons for using Expatriates, Challenges faced by Expatriates	Book -2 Book-13	Chapter10 Chapter -9
18	Expatriate Failure: Reasons and Consequences	Book -2 Book-13	Chapter10 Chapter -9
19	Factors Influencing the Success of a Foreign Assignment	Book -7 Book-11	Chapter-9 Chapter-10

20	Repatriation Issues, Improving the Repatriation Process	Book -1 Book-2	Chapter-9 Chapter-10
20			

Human Resource Development

Programme of Study MBA Course

Course Code: MGT 322

Course Name: Human Resource Development

Faculty Dr Rita Devi

Year of Introduction/Revision of Course Contents 2020

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- To help students understand the emerging need and functions of Human Resource Development in context to organizational goals, development and strategies.
- To identify content, outcomes and processes of HRD applications and to understand diverse issues in HRD with their implications on the organization.
- To Train students to apply HRD for bringing out organizational effectiveness.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

- Mid Term Examination: 25%
- End Term Examination: 50%
- Continuous Internal Assessment: 25%
- Attendance and Participation: 10%
- Assignment: 5%
- Case Discussion/Quiz: 5%
- Presentation: 5%

Course Contents:

UNIT – I: The Fundamentals of Human Resource Development (4 Hours)

HRD: Concept, Value Anchored HRD Processes

HRD System and Subsystems

Changing Boundaries of HRD

HRD Trends in Asia

UNIT – II: Frame work of HRD: Career Development System (4 Hours)

A Career Development Perspective, Career Transitions and Choices

Individual Strategies for Career Development

Organizational Strategies for Career Development

UNIT – III: Competency Mapping and Development Systems (4 Hours)

The Need for Competency Mapping, History of Competencies

How to identify Competencies, Methodology Used

Changing Business Environment, Organization Development

Competency Based Organization Development

UNIT - IV: Human Resource Development Systems and Comparative HRD (4 Hours)

Rationale underlying HRD for Workers, HRD for Workers: An Introduction

HRD Strategies and Experiences

International Experiences in HRD

V: Emerging Issues in HRD (4 Hours)

Strategic HRD

HRD Audit

Knowledge Management

Technology and HRD

Prescribed Text Books:

1. Werner M. John and Simone L. Randy (2011). **Human Resource Development. Sixth edition.** Cengage Learning, Inc. Florence, KY.

2. **Mankind David (2010). Human Resource Development and Management. Oxford Printing Press.** New Delhi.

3. Bhattacharyya, D.R. (2009). Human Resource Development. Himalaya Publishing House.

Suggested Extra Readings:

1. Pareek, V. and Rao, T.V. (2010). Designing and Managing Human Resources System. Oxford and IBH Publishing Co. New Delhi.

2. Sheikh A.M. (2010). Human Resource Development and Management. Third Edition. S. Chand and Co. Ltd. New Delhi.

Organization Development

Programme of Study MBA
Course Code: MGT 323
Course Name: Organization Development
Designed by Faculty Dr Rita Devi

Year of Introduction/Revision of Course Contents 2020

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.) **Course Objectives:** The course is designed to:

Familiarize students to the potency of behavioral science in managing the change and reenergizing the organizations

. Understand different interventions that can be used across various cultures with innovative techniques.

Train students to apply OD interventions for bringing out organizational effectiveness.

Attendance Requirements: Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%

Attendance and Class Participation: 10% Presentation: 10% Quiz: 5%

Course Content

UNIT I: Organizational Change and its Management

4 Hours

Nature of Planned Change - Theories of Planned change
General Model of Planned Change
Leading and Managing Change Action Research

UNIT II Organization Development and Organization Transformation 4 hours

Organization Development – History, Concept
Values, Assumptions and Beliefs of OD
Organization Transformation
Organization transformation vs. organization development

UNIT III OD Interventions –I 4 hours

Definition of Interventions and classification of Interventions
Individual based interventions – Life and Career Planning
Transaction Analysis Coaching and Counseling and T-Group (Sensitivity Training)

UNIT IV OD Interventions – II 4 hours

Process Consultations and Role Negotiations
Fish Bowl and Role Analysis Techniques
Organization Mirroring and Third Party Peace Making
Employee Involvement

UNIT V OD Interventions –III 4 hours

MBO
Grid OD
Confrontation Meeting and Total Quality Management

Text Books:

1. Wendell L French and Cecil Bell, Jr.; Organization Development Science Interventions for Organization Development, Prentice Hall of India Private Limited, New Delhi, 2005
2. Cummings, Thomas G. and Worely, G. Christopher (2005), Organization Development & Change, Cengage Learning Private Limited, New Delhi
3. French, Wendell L ; Bell,CecilJr. and Zawacki ,Robert A. (2011) Organization Development and Transformation, Tata McGraw Hill, New Delhi **Additional Readings:**

1. Ian Palmer, ReichardDunford and Gib Akin; Managing Organization Change – A Multiple Perspective Approach, Tata McGraw Hill Education Private Limited, New Delhi, 2011
2. V. Nilakant and S. Ramnarayan; Change Management, Response Books, New Delhi, 2009
3. Dianne Waddell, Thomas Cummings, Christopher Worley; Organization Development and Change, Cengage Publication, 2008

Lecture Plan

Lectures	Topics	Chapter and Book
1	Nature of Planned Change - Theories of Planned change	Chapter 2, Book 3
2	General Model of Planned Change	Chapter 2, Book 3
3	Leading and Managing Change	Chapter 2, Book 3
4	Action Research	Chapter-3 Book 3
5	Organization Development – History, Concept	Chapter-1, Book 1
6	Values, Assumptions and Beliefs of OD	Chapter-4, Book 3
7	Organization Transformation	Chapter 1, Book 1
8	Organization transformation vs. organization development	Chapter 1, Book 1
9	Definition of Interventions and classification of Interventions	Chapter 5, Book 3
10	Individual based interventions – Life and Career Planning	Chapter 5, Book 3
11	Transaction Analysis	Chapter-7, Book 2
12	Coaching and Counseling and T-Group (Sensitivity Training)	Chapter 6, Book 1
13	Process Consultations and Role Negotiations	Chapter 8, Book 1
14	Fish Bowl and Role Analysis Techniques	Chapter 7, Book 1
15	Organization Mirroring and Third Party Peace Making	Chapter 9, Book 2
16	Employee Involvement	Chapter 10, Book 3
17	MBO	Chapter 9, Book 1
18	Grid OD	Chapter 9, Book 1
19	Confrontation Meeting	Chapter 12, Book 3

20.	Total Quality Management	Chapter 12, Book 3
-----	--------------------------	-----------------------

Total Quality Management

Programme of Study	MBA
Course Code:	POM 406
Course Name:	Total Quality Management
Designed by Faculty	Dr Rita Devi
Year of Introduction/Revision of Course Contents	2020

Year of Introduction/Revision of Course Contents 2020

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Enable the students to understand basic concepts of Total Quality Management.
- To impart philosophies of Quality with business studies keeping in view the Total Quality movement and contextual contribution of Japanese Management Practices and thinkers.
- Help the students to use the understanding of total quality management in current dynamic business environment. **Attendance Requirement:**

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination. **Evaluation Criteria:**

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - i. Library Work Assignment: 5%
 - ii. Media watch: 5%
 - iii. Quizzes/Games/Puzzles: 5%
 - iv. Case study: 5%
 - v. Group Presentation: 5%

Course Contents:

UNIT - I: TQM Movement – Thinkers, philosophies and contributions by thinkers (4 Hours)

- Definition of TQM, TQM framework
- Benefits of TQM, Obstacles in successful implementation of TQM
- Contribution of Japanese management and rise of quality as a business philosophy.
- Contributions of Dr. W. Edwards Deming: Fourteen points, PDSA cycle.
- Contributions of Dr Joseph Juran: Juran's Trilogy (Quality Planning, Quality Control & Quality Improvement)

UNIT - II: Building and Sustaining Global Total Quality Organizations (4 Hours)

- Concept of 'zero defect', four absolutes of quality and six C's.
- Quality Function Deployment (QFD): Introduction, Benefits of QFD, Voice of the customer, House Of Quality (HOQ), Building HOQ
- Six Sigma: Concept, Phases in six sigma: DMAIC, application to manufacturing and service sector

UNIT - III: Quality Improvement Tools and techniques (4 Hours)

- Kaizen (Continuous Improvement), Cellular manufacturing
- Poka yoke, Benchmarking: Reason to benchmark, Benchmarking process
- Quality Circles, Quality Control and quality assurance

UNIT – IV: Tools of TQM (Measurement Tools) (4 Hours)

- Cause-and-effect diagram ("fishbone" or Ishikawa diagram)
- Pareto's Diagram, Check Sheets
- Meaning and Significance of Statistical Process Control: Construction of control charts for variables and attributed

UNIT – V: Quality Management Systems

(4 Hours)

- Introduction, Benefits of ISO Registration
- ISO 9000 Series of standards: Requirements, Implementation, Documentation, Registration
- ISO 14000 Series Standards: Requirements and Benefits

Prescribed Text Books:

1. Besterfield, Dale H.; Carol Besterfield – Michna; Glen H. Besterfield, Mary Besterfield – Sacre; Hemant Urdhwareshe and Rashmi Urdhwareshe (2011). **Total Quality Management (Revised Third Edition)** [Seventh Impression]; Pearson, New Delhi.

Suggested Readings:

1. Bhat, K. Shridhara (2011). **Total Quality Management**, Himalaya Publishing House, New Delhi.
2. Charantimath, Poornima M. (2013). **Total Quality Management (Second Edition)** [Seventh Impression]; Pearson, New Delhi.
3. Joseph M. Juran (1999). **Juran's Quality Handbook**. Fifth Edition; McGraw-Hill, New York
4. Krajewski, Lee J. and Larry P. Ritzman (1999). **Operation Management: Strategy and analysis (5th edition)**; Addison Wesley, New York.
5. Logothetis, N. (2002). **Managing for Total Quality: From Deming to Taguchi and SPC**; Prentice-Hall of India Private Limited, New Delhi.
6. Mauch, Peter D. (2010). **Quality Management: Theory and Application**. CRC Press, Boca Raton.
7. Oakland, John S. (2004). **Oakland on Quality Management**, Elsevier Butterworth-Heinemann, Burlington.
8. Richard Tanner Pascale and Anthony G. Athos (1981). **The Art of Japanese Management: Applications for American Executives**; Warner Books, New York.

Lecture Plan

Lectures	Topics	Chapter
----------	--------	---------

1.	Definition of TQM, TQM framework	Chapter 1
2.	Benefits of TQM, Obstacles in successful implementation of TQM, Contribution of Japanese management and rise of quality as a business philosophy.	Chapter1
3.	Contributions of Dr. W. Edwards Deming: Fourteen points, PDSA cycle.	Chapter4
4.	Contributions of Dr Joseph Juran: Juran's Trilogy (Quality Planning, Quality Control & Quality Improvement)	Chapter4
5.	Concept of 'zero defect', four absolutes of quality and six C's.	Chapter5
6.	Quality Function Deployment (QFD): Introduction, Benefits of QFD	Chapter1 2
7.	Voice of the customer, House Of Quality (HOQ), Building HOQ	Chapter1
		2
8.	Six Sigma	Chapter7
9.	Kaizen (Continuous Improvement)	Chapter6
10.	Cellular manufacturing, Poka yoke,	Chapter7
11.	Benchmarking	Chapter8
12.	Quality Circles, Quality Control and quality assurance	Chapter9
13.	Cause-and-effect diagram	Chapter5
14.	Pareto's Diagram	Chapter6
15.	Check Sheets	Chapter6
16.	Statistical Process Control	Chapter1 1
17.	Quality Management Systems	Chapter1 4
18.	ISO 9000 Series of standards	Chapter1 4
19.	ISO 14000 Series Standards	Chapter1 4

20.	ISO 14000 Series Standards	Chapter1 4
-----	----------------------------	---------------

Performance Management- Systems & Strategies

Course Code: HRM 425

Course Name: Performance Management- Systems & Strategies

Year of Introduction/Revision of Course Contents 2020

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Acquaint students with Performance Management System.
- Enable students to understand the significance of performance management System and appraisal mechanisms in the organization.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25

- Class Participation- 10
- Case Studies - 5
- Presentation- 10

Course Contents:

UNIT I: Introduction to Performance Management (4 Hours)

- Concept and Components of Performance Management
- Advantages and Disadvantages of Performance Management system
- Characteristics of Ideal Performance Management system
- Difference between Performance Appraisal and Performance Management

UNIT II: Managing Performance (4 Hours)

- Performance Planning
- Performance Measurement and evaluation
- Performance Analysis
- Performance Management Documentation

UNIT - III: Performance Monitoring, Mentoring & Managee Development (4 Hours)

- Implementing Performance Management Systems
- Monitoring and its objectives
- Coaching
- Mentoring

UNIT - IV: Key Issues in Performance Management (4 Hours)

- E-Performance Management System
- Performance Management Practices in Indian Organizations

UNIT V: Performance Management and Strategic Planning (4 Hours)

- Linking Performance Management to Strategy
- International Performance Management

Prescribed Text Books:

1. Sarma A.M. (2010). Performance Management System. Second Revised Edition. Himalaya Publishing House Pvt. Limited, New Delhi.
2. Sharma Devender (2011). Performance Appraisal and Management. First Edition. Himalaya Publishing House Pvt. Limited, New Delhi.

Suggested Additional Readings:

1. Kornel Terplan (2000). Intranet Performance Management, First Edition, New India Publishing, New Delhi.
2. Smith Malcolm (2005). Performance Measurement Management, First Edition, SAGE Publication, New Delhi.
3. Rao T.V. (2004). Performance Management and Appraisal Systems - HR Tools for Global Competitiveness, First Edition, SAGE Publication, New Delhi.

4. Bacal Robert (1998), Performance Management, First Edition, Himalaya Publishing House Pvt. Limited, New Delhi.

Finance and Investment Skills

Course Code: AFA 544

Course Name: Finance and Investment Skills

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to understand the basics of finance and Investment Skills.
- Enable students to manage their own portfolio and help other to design basic portfolio.
- Provide training and exposure to students about Investment skills and Investment markets.
- Provide experience to deal with savings, tax, risk, liquidity, returns and personal finance.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
 2. End Term Examination: 50%
 3. Continuous Internal Assessment : 25%
- Practical/ Demo
 - Virtual Trading
 - Visit to Stock Brokers, Mutual Fund Houses
 - Guest Lectures from Experts
 - Live Projects/Case Study/ Case Work

Course Contents:

UNIT - I: Introduction to Financial System

(3 hours)

- The Financial System, Nature, Evolution and Structure, The Functions of Financial Intermediaries , Financial Instruments
- The Role of Financial System in Economic Development , The Indian Financial System, Meaning of financial services, Importance of financial services, Types of financial services
- Financial services and economic environment, Players in financial services

UNIT - II: The Origin and Growth of Banking

(4 hours)

- History, The Indian Banking system, Types of banks in India
- Challenges and Trends in Banking, RBI Structure, Role of RBI as a regulator
- Banker and customer, Bank`s obligation to customers, Types of accounts and customers
- Banks and technology, Various IT products and services, International banking services

UNIT-III: Insurance Sector

(4 hours)

- Introduction, Definition, Need and importance, Life and non - life insurance
- Principles of Insurance, Kinds of Insurance, Life Insurance, General Insurance
- Rationale for opening up of the Insurance sector to Private Sector
- LIC, GIC, A brief introduction to IRDA Act. Insurance Act, 1938

UNIT - IV: Trading and settlement System in Stock Exchanges

(5 hours)

- Meaning and Functions of Stock exchanges
- Organization of Stock Exchanges in India: Traditional structure, Demutualization, Corporatization of Stock exchanges.
- Listing of Securities: Advantages of listing, listing Procedure
- Clearing and Settlement, Online Trading, Trading at NSE, Trading and Settlement System at BSE
- Role of SEBI

UNIT - V: Mutual funds and Money Market Instruments

(4 hours)

- Mutual Funds, Structure of Mutual Funds, Types of Mutual Funds, Advantages of mutual funds
- Treasury bill , Commercial bill, Commercial paper, Certificate of deposit, REPO/Reverse REPO
- Call money, Notice money , Term money , Credit card , Factoring , Consumer finance

Prescribed Text Books:

4. Sasidharan & Mathews (2011), Security Analysis and Portfolio Management, Tata McGraw Hill, New Delhi.
5. Khan M.Y. (2009), Financial Services, Fifth Edition, Tata McGraw Hill, New Delhi.
3. Siddaiah T. (2011), Financial Services. First Edition, Pearson, New Delhi.

Suggested Additional Readings:

1. Bhole L.M, (2011). Financial Institutions and Markets, Fifth Edition, Tata McGraw Hill, New Delhi.
2. Batra & Bhatia, (2001). Management of Financial Services. Deep & Deep Publication, New Delhi.
3. Ravichandran K. (2011). Merchant Banking and Financial Services. First Edition. Himalaya Publishing House, New Delhi.
4. Rose & Hudgins, (2010). Bank Management and Financial Services. Seventh Edition. Tata McGraw Hill, New Delhi.
5. Gupta, Aggrawal & Neeti, (2007). Financial Institutes & Markets. Kalyani Publication, New Delhi.
6. Khan M.Y. (2009) Indian Financial System, Sixth Edition, Tata McGraw Hill, New Delhi.
7. Pathak (2007) India Financial System, Second edition, Pearson, New Delhi.
8. Tripathy (2010). Financial Services. Fourth Edition, PHI Learning, New Delhi.
9. Gordon & Natarajan,(2010), Financial Markets and Services. Sixth Edition, Himalaya Publishing House, New Delhi.
10. Pathak (2011). The Indian Financial System. Third Edition. Pearson, New Delhi

Options, Futures and other Derivatives

Course Code: AFA 524

Course Name: Options, Futures and other Derivatives

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Help students in understanding Basic concepts of Options, Futures and other Derivatives.
- Help students to acquaint with both theory and practices of various financial derivatives functioning.
- It is also aimed at helping student to understand the application of Derivatives theory in practice.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - Library Work Assignment: 5%
 - Subjective Assignment: 5%
 - Quizzes/Games/Puzzles: 5%
 - Personality Assessment: 5%
 - Live Projects: 5%

Course Contents:

UNIT - I: Introduction to Derivatives Markets (6 Hours)

- Derivatives- Meaning and Definition, Types of Derivatives, Uses of Derivatives
- Needs of Derivatives, Features and types of Financial Derivatives
- Critiques of Derivative, Myth about derivatives
- Development in Derivative market, Practical Classification of derivatives
- Types of Traders, Overview of the Indian derivatives market, Trading and types of orders

UNIT - II: Futures Market and Contracting (8 Hours)

- Introduction, Financial Futures contracts, Types of Financial Futures contracts
- Functions of Futures market, how futures work?
- Future market trading mechanism, The operation of Margin
- Closing a Futures position (Settlement)
- Hedging Strategies using Futures, Cross hedging, Rolling the hedge forward

UNIT – III: Forward and Options market (12 Hours)

- Forward contract, Features of Forward contract, Forward Markets as fore-runners of Futures market
- Distinction between Futures and Forward Contracts, Classification of Forward contracts, Forward trading mechanism, Forward prices Versus Future prices
- Types of Options, Option Positions, Options Strategies, Options Payoffs
- The Options clearing corporation

UNIT - IV: Interest Rate Futures and Swaps (8 Hours)

- Day count conventions, Quotations for treasury bond and bills, Treasury bond futures
- Eurodollar Futures, Duration based hedging strategies
- Mechanics of Interest rate Swaps, Day count issues
- Nature of Swap rates, Valuation of interest rate swaps, Currency Swaps, Debt- equity Swap

UNIT - V: Advanced Financial Derivatives and Credit Derivatives (6 Hours)

- Interest rate Options, Interest rate Caps, Interest rate Floors, Interest rate Collars
- Swaptions, Compound Options, Choose₁ Options, Barrier and Binary Options

- Concept and features of Credit Derivatives, Credit Risk, Credit Risk Assessment, Credit Risk management, Credit Derivatives Instruments.

Prescribed Text Books:

1. John C. Hull. Fundamentals of Futures and Options Market, Fifth Edition, Pearson, New Delhi.
2. Gupta S L. Financial Derivatives, First Edition, PHI Learning, New Delhi.
3. Parasuraman N R. Fundamentals of Financial Derivatives, Second Edition, Wiley India Pvt. Ltd., New Delhi.
4. Hull and Basu. Options, Futures, and Other Derivatives, Eighth Edition, Pearson, New Delhi.

Suggested Extra Readings:

1. Jayanth Rama Varma (2011) Derivatives and Risk Management, First Edition, Tata Mcgraw, New Delhi.
2. Chugh & Maheshwari (2011) Financial Derivatives, First Edition, Pearson, New Delhi.
3. Janakiramanan (2011) Derivatives and Risk Management, First Edition, Pearson, New Delhi.
4. Chance & Brooks (2011) Derivatives and Risk Management Basics, First Edition, Cengage Learning New Delhi.
5. McDonald (2013) Derivatives Markets, Second Edition, Pearson, New Delhi.
6. Bansal and Bansal (2010) Derivatives and Financial Innovation, Tata Mcgraw, New Delhi.

Financial Management

Course Code: AFA 403

Course Name: Financial Management

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to understand basic concepts of Strategic Financial Management, Financial decisions, Financial markets, financial transactions, Financial Instruments, valuation of financial instruments and Risks and Returns involved in financial transactions.
- To ensure that students can apply financial management theories and techniques for strategic decision making, more specifically in long term investment decisions, financing decisions and reallocation of financial resources for maximizing internal benefit and are able to adapt to factors affecting those decisions.

- To identify and evaluate appropriate sources of finance, their risks and costs
- To understand the impact of the global business environment on national and multinational companies
- Utilize financial and cost accounting data to make more informed analyses.
- Manage basic corporate finance transactions.
- Invest more profitably: increase risk-adjusted investment returns, minimize investment losses, and operate more effectively financially overall

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

4. Mid Term Examination: 25%
5. End Term Examination: 50%
6. Continuous Internal Assessment: 25%
 - Library Work Assignment: 5%
 - Subjective Assignment: 5%
 - Quizzes/Games/Puzzles: 5%
 - Personality Assessment: 5%
 - Live Projects: 5%

Course Contents:

UNIT - I: An overview of Financial Management (6 Hours)

- Introduction to Financial Management, Meaning of Financial Management, Scope of Financial Management
- Objectives of Financial Management, Financial Goal: Profit Versus Wealth Maximization, Finance Functions, Financial Decisions, Sources of Finance
- Interrelationship between Financial Management and other functional areas of business, Functions /Role of Finance Manager in the Changing Scenario, Risk-Return Trade-off

UNIT - II: Time Value of Money (6 Hours)

- Concept of Time Value of Money, Technique of Time Value of Money, Compounding Technique, Discounting Technique, Present Value of Annuity and Annuity Due
- Future Value of an Annuity, Compound Value of an Annuity Due
- Elementary valuation of Bonds and Stocks

UNIT – III: Investment Decisions (10 Hours)

- Meaning of Capital Budgeting, Importance of Capital Budgeting, Methods of capital budgeting
- Investment Evaluation Criteria: Traditional Techniques: Pay Back Period, ARR

- Modern Techniques: NPV, IRR and PI

UNIT - IV: Cost of Capital, Leverages and Capital Structure

(12 Hours)

- Meaning, Concept and Definition of Cost of Capital, Significance of Cost of Capital
- Classification of Cost, Computation of Cost of Capital, Weighted Average Cost of Capital, Marginal Cost of Capital, Under and Over Capitalization
- Leverages, Types of Leverages, Financial Leverage or Trading on Equity, Operating Leverage, Composite Leverage
- Introduction to Capital Structure, Capitalization, Capital Structure and Financial Structure, Forms of Capital Structure, Importance of Capital Structure, Optimal Capital Structure,
- Theories of Capital Structure, Net Income Approach, Net Operating Income Approach, The Traditional Approach, Pecking order theory, Modigliani-Miller Approach

UNIT - V: Dividend Decisions

(6 Hours)

- Dividend Policy, Types of Dividend Policy, Factors Influencing Dividend Policy, Dividend Policy and Firm Value
- Dividend Theories: Walter's Model, Gordon's Model, Modigliani-Miller Model

Prescribed Text Books:

1. Pandey IM (2017) Financial Management, Eleventh Edition, Vikas Publishing House, New Delhi.
2. Horne & Dhamija (2017) Financial Management, Twelfth Edition, Pearson, New Delhi.
3. Prasanna Chandra (2017) Financial Management, Ninth Edition, Tata McGraw Hill, New Delhi.

Suggested Extra Readings:

10. Horne and Wachowich (2012) Financial Management, 13th Edition, PHI Learning, New Delhi.
11. Sofat and Hiro (2011) Strategic Financial Management, First Edition, PHI Learning, New Delhi.
12. Kishore RM (2011) Strategic Financial Management, Second Edition, Taxmann's, New Delhi.
13. Brigham & Houston (2011) Fundamentals of Financial Management, Tenth Edition, Cengage Learning, Delhi.
14. Rustagi (2011) Financial Management, Fifth Edition, Taxmann's, New Delhi.
15. Kapil (2011) Financial Management, First Edition, Pearson, New Delhi.
16. Parrino & Kidwell (2011) Fundamentals of corporate finance, First Edition, Wiley India Pvt. Ltd., New Delhi.
17. Khan and Jain (2011) Financial Management (Text Problems and Cases), Fifth Edition, Tata McGraw Hill, New Delhi.
18. Ross, Westerfield & Jordan (2012) Fundamentals of Corporate Finance, Ninth Edition, Tata McGraw Hill, New Delhi.

Business Research Methods

Course Code: MSO 601

Course Name: Business Research Methods

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to understand basic concepts of Research.
- Enable the students to understand about data collection instruments, sampling and data preparation for analysis.
- Enable the students to understand the use of research techniques– where to use which technique and why

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
 2. End Semester Examination: 50%
 3. Continuous Internal Assessment : 25%
- Class participation: 10%
 - Assignment: 15%

Course Contents

UNIT – I: Research Process, Problem, & Research Designs (4 Hours)

- Research : Definition and Types
- Motivation in Research
- Research Process, Research Methods Vs. Research Methodology
- Criteria for good research, Problems for researcher in India
- Formulation of Research Problem
- Research Design, Parts of Research Design
- Different Research Design

UNIT – II: Sampling and Sampling Methods (4 Hours)

- Sampling Design and its Steps
- Criteria of selecting a Sampling Procedure
- Characteristics of a good Sample Design
- Types of Sample Designs
- Sampling Process
- Random Sampling Methods
- Sampling and non-Sampling errors

UNIT – III: Data Collection Methods (4 Hours)

- Primary Data Collection Methods
- Difference between Questionnaire and Schedules

- Sources of Secondary Data
 - Secondary Data collection Methods
 - Selection of appropriate method of data collection
- UNIT – IV: Measurement, Scaling, Processing and Analysis of data (4 Hours)**
- Measurement in Research
 - Errors in measurement
 - Validity and Reliability in Measurement
 - Scaling and important scaling techniques
 - Fundamental Statistical Tools of analysis
 - Basics of Chi-square test, Introduction to Parametric Tests
- UNIT – V: Data preparation and reporting (4 Hours)**
- Data Processing-Coding, entering and entering the data in software
 - Significance of Report Writing
 - Type of Research Report
 - Layout of Research Report

Prescribed Text Books:

1. Chawla D. & Sondhi N, , Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
2. Kothari C R, Research Methodology Method and techniques, New Age International Publishers, New Delhi.
3. Krishnaswamy K N; Sivakumar Appa Iyer & Mathirajan M, Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi.

Suggested Additional Readings:

9. Cooper, Donald R & Schindler, Pamela S (2010), Business Research Methods, 9th Edition, McGraw-Hill Companies, New Delhi
10. Chawla D. & Sondhi N, (2011), Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
11. Bajpai N., (2013), Business Research Methods, Fourth Impression, Dorling Kindersley(India) Pvt. Ltd of Pearsons Education, New Delhi.
12. Ramamurthy G.C., (2012), Research Methodology, Dreamtech Press, New Delhi.
13. Sachdeva JK (2009), Business Research Methodology, Himalyan Publishing House Pvt Ltd, New Delhi.

Quantitative Analysis for Management

Programme of Study

MBA

Course Code:

MGT 107

Course Name:

Quantitative Analysis for Management

Designed by Faculty

Prof. Sanjeev Gupta/ Dr Aditi Sharma

Year of Introduction/Revision of Course Contents

2020

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives:

The course is designed to make the students connect how various quantitative techniques are applied in the real management world.

Course Outcome:

- The students would be able understand, solve and make sound decisions when they join the corporate world.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

7. Mid Term Examination: 50%
8. End Term Examination: 100%
9. Continuous Internal Assessment : 50%
 - I. Class Participation- 10%
 - II. Presentations - 20%
 - III. Assignment/Case study/problem solving-20%

Course Contents:

- Attendance and Class Participation: 20%
- Presentation: 15%
- Case Discussion:15%

Course Contents

UNIT I Introduction

8 Hours

- Quantitative Analysis Approach
- Defining the problem
- Developing a model
- Acquiring Input Data
- Developing a solution
- Testing the Solution
- Analyzing and Implementing the Results

UNIT II Descriptive Statistics

8 Hours

- Measures of Central Tendency, Arithmetic Mean
- Median
- Mode
- Quartiles, Percentiles
- Measures of Dispersion, Range, Mean Deviation , Standard Deviation

UNIT III Correlation and Regression**8Hours**

- Measurement of Correlation
- Karl Pearson's Coefficient of Correlation, Computation, Properties
- Rank Coefficient of Correlation
- Method of Concurrent Deviations
- Regression Model Building
- Simple Linear Regression
- Least Square Estimation
- Determination of Regression lines and estimation of Regression Coefficients
- Interpretation of Output

UNIT IV Time Series Analysis**8 Hours**

- Introduction to time series
- Components of time series
- Mathematical Models for time series
- Measurement of trend

UNIT V: Matrix and Application in Business**8 hours**

- Matrix and its General forms
- Matrix Representation of Multivariate Data
- Types of matrices
- Operations on matrices
- Inverse of matrix
- Rank of matrix
- Applications of matrices

Prescribed Text Books:

1. Render, B., Stair R.M et. al. (2017). Quantitative Analysis for Management. Pearson, New Delhi
2. Gupta S. C. (2012). Fundamentals of Statistics. Himalaya Publishing House, New Delhi.
3. Richard I. Levin (2012). Statistics for Managers, Pearson, New Delhi.
4. Mariappan, P. (2015). Business Mathematics, Pearson, New Delhi.

Supplementary Reading

1. Gupta, Kapoor (2010). Fundamentals of Mathematical Statistics. Sultan Chand and Sons.
2. Bajpai Naval (2010). Business Statistics. Pearson India Ltd.
3. Jain, Aggarwal, Trehan, Ohri, Business Statistics, VK Publications, New Delhi
4. Levine, Stephan, Krehbiel, Berenson (2012). Statistics for Managers. Prentice Hall of India.

LECTURE PLAN

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Quantitative Analysis Approach	Text Book-1	1
Lecture – 2	Defining the problem	Text Book-1	1
Lecture – 3	Developing a model	Text Book-1	1
	Acquiring Input Data	Text Book-1	1
Lecture – 4	Developing a solution	Text Book-1	1
Lecture – 5	Testing the Solution	Text Book-1	1
Lecture – 6	Analyzing and Implementing the Results	Text Book-1	1
Lecture –7&8	Measures of Central Tendency, Arithmetic Mean	Text Book-2	5
Lecture –9 &10	Median	Text Book-2	5
Lecture –11&12	Mode	Text Book-2	5
Lecture – 13	Quartiles, Percentiles	Text Book-2	6
Lecture – 14,15&16	Measures of Dispersion, Range, Mean Deviation , Standard Deviation	Text Book-2	6
Lecture –17	Measurement of Correlation	Text Book-1 Text Book-2	4 8
Lecture – 18&19	Karl Pearson's Coefficient of Correlation, Computation, Properties	Text Book-1 Text Book-2	4 8
Lecture –19&20	Rank Coefficient of Correlation	Text Book-1 Text Book-2	4 8
Lecture – 21	Method of Concurrent Deviations	Text Book-1 Text Book-2	4 8
Lecture – 22	Regression Model building	Text Book-1 Text Book-2	4 9
Lecture – 23	Simple Linear Regression	Text Book-1 Text Book-2	4 9
Lecture – 24	Least Square Estimation	Text Book-1	4

		Text Book-2	9
Lecture – 25,26&27	Determination of Regression lines and estimation of Regression Coefficients; Interpretation of Output	Text Book-1 Text Book-2	4 9
Lecture – 28	Introduction to time series	Text Book-1 Text Book-2	5 11
Lecture –29	Components of time series	Text Book-1 Text Book-2	5 11
Lecture –30&31	Mathematical Models for time series	Text Book-1 Text Book-2	5 11
Lecture –32	Measurement of trend	Text Book-1 Text Book-2	5 11
Lecture – 33	Matrix and its General forms	Text Book-3	15
Lecture – 34	Matrix Representation of Multivariate Data	Text Book-3	15
Lecture –35	Types of matrices	Text Book-3	15
Lecture – 36&37	Operations on matrices	Text Book-3	15
Lecture –38	Inverse of matrix	Text Book-3	15
Lecture-39	Rank of matrix	Text Book-3	15
Lecture 40	Applications of matrices	Text Book-3	16

Interpersonal Effectiveness

Programme of Study	MBA
Course Code:	MGT 509
Course Name:	Interpersonal Effectiveness
Designed by Faculty	Dr Aditi Sharma
Year of Introduction/Revision of Course Contents	2020

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- Enable students to be effective in interpersonal relations
- Help students to acquire the attributes of good human being
- Develop insight and skills among students for understanding others
- Groom skills, attitudes and values to be effective in interpersonal effectiveness

Course Outcome: The course would enable students to develop strong interpersonal relationships.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25
2. End Term Examination: 50
3. Continuous Internal Assessment: 25
 - a. Attendance and Class Participation: 10
 - b. Assignment: 05
 - c. Presentation: 05
 - d. Class room activities like quiz: 05

Course Contents

UNIT I Self - Awareness and Introspection (3 Hours)

- Introspection – Concept and Techniques
- Johari Windows- Knowing Yourself
- Management of Time – essential steps
- Using your potential

UNIT - II: Self - Empowerment (4 Hours)

- Concept of Self Empowerment
- Managerial Grid

UNIT III: Emotional Intelligence, Etiquettes and Manners (4 Hours)

- Emotional Intelligence- concept and components
- Developing Emotional Intelligence
- Etiquettes and manners

UNIT IV: Interpersonal Communication (4 Hours)

- Communication - Definition and Process
- Barriers in Communication
- Tips for effective communication
- Importance of Body Language

UNIT V: Interpersonal Relationships (5 Hours)

- Interpersonal Relationship - Definition and determinants
- Process of developing interpersonal relations
- Transaction Analysis - Ego States, Stroking and Life Positions

Text Books:

1. Rai, U and Rai, S.M.(2011) Personality Development and Communication Skills . Himalaya Publishing House.
2. Armstrong, M.(2012). How to be an even Better Manager .Koganpage.
3. Dr. Alex, K., 2009, Soft Skills, Second Revised Edition 2011, S. Chand, New Delhi

Additional Readings:

4. Covey R. Stephen, (2004) The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change, Free Press
5. Thomas A. Harris,(2004) I'm OK--You're OK. Harper Perennial
6. Onkar, R.M., (2008) Personality Development
7. Narula, S. S.(2013), Personality Development and Communication Skills, Taxman

Employability Skills

Programme of Study	MBA
Course Code:	HRM 506
Course Name:	Employability Skills
Designed by Faculty	Dr Aditi Sharma
Year of Introduction/Revision of Course Contents	2020

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to make the students knowledgeable about the various skills and competencies that will help them to achieve their potential and help them in improving their employability prospects.

Course Outcome:

- The course intends to make students job ready equipped with skill set required by the industry.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

- Mid Term Examination: 25%
- End Term Examination: 50%
- Continuous Internal Assessment : 25%
- IV. Class Participation- 10%
- V. Presentations - 10%
- VI. Assignment- 5%

Course Contents:

Course Contents

UNIT I	4 Hours
<ul style="list-style-type: none">• Employability skills• Components of employability• Models of employability	
UNIT II	4 Hours
<ul style="list-style-type: none">• Skills and Competencies• Assertiveness• Reading Skills	
UNIT III	4 Hours
<ul style="list-style-type: none">• Self Management• Self Awareness	

- Self Evaluation

UNIT IV

4 Hours

- Creativity
- Methods of Enhancing Creativity
- Innovations and Innovative Process

UNIT V

4 Hours

- Negotiation skills
- Power and Politics

Prescribed Text Books:

1. Gravells , Ann (2010) Delivering Employability Skills in the Lifelong Learning Sector: Further Education and Skills, Learning Matters Ltd., UK.
2. Robbins, P.; Judge, A. and Vohra, N .(2012), Organizational Behaviour, Pearsons. 14th Edition

Suggested Additional Readings:

1. Rao , M.S. (2010). Soft Skills: Enhancing Employability: Connecting Campus with Corporate, I. K. International Pvt Ltd, New Delhi
2. Ricketts C. and Ricketts J. (2010). Leadership: Personal Development and Career Success, Cengage Learning, USA
3. Vishnu, P (2012). A Handbook on Employability Skills: Soft Skills for Students and Job Aspirants, Lap Lambert Academic Publishing GmbH KG.
4. Hager P. and Holland, S. (2007) Graduate Attributes, Learning and Employability Volume 6 of Lifelong Learning Book Series, Springer, The Netherlands
5. Hind, D. W. G. and Moss, S. (2005). Employability Skills, Business Education Publishers Limited,

Management of Industrial Relations

Programme of Study

MBA

Course Code:

MGT 321

Course Name:

Management of Industrial Relations

Designed by Faculty

Dr Aditi Sharma

Year of Introduction/Revision of Course Contents

2020

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to

- To make students of HR understand the significance of industrial relations in an organization
- To give an insight into the Industrial relations scene in India

Course Outcome:

- The students would be able to analyze, interpret and implement the various policies and rules smoothly as HR managers.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 50%
2. End Term Examination: 100%
3. Continuous Internal Assessment : 50%
 - VII. Class Participation- 10%
 - VIII. Presentations - 20%
 - IX. Case Study-10
 - X. Assignment- 10%

Course Contents:

UNIT I Industrial Relations: Concept and Evolution 4 Hours

- Evolution of Industrial Relations
- Scope and Aspects of Industrial Relations
- Factors Affecting Industrial Relations
- Approaches to Industrial Relations
- Models of Industrial Relations

UNIT II: Trade Unionism 4 Hours

- Origin of Trade Union Movement in India
- Theories of trade unionism
- Structure and Government of Trade Unions
- Problems of Trade Unions in India
- Employers Organizations

UNIT III Labour Management Cooperation 4 Hours

- Schemes of Workers' Participation
- Hurdles to Worker Participation in Management in India
- Grievance Handling Procedure
- Discipline and Disciplinary Actions

UNIT IV Industrial Dispute 4 Hours

- Concept of Industrial Dispute
- Statutory methods of industrial dispute resolution
- Non –statutory methods of industrial dispute resolution
- Collective bargaining – Meaning, Importance
- Theories of Collective Bargaining

- The International Labour Organization
- Industrial Relations in U.K, U.S.A
- Industrial Relations in Contemporary times

Text Books:

1. Sinha, P.R.N, Sinha, Indu Bala and Shekhar, S.P (2013). Industrial Relations, Trade Unions and Labour Legislation. Dorling Kindersley (India) Pvt. Ltd., New Delhi.
2. Mamoria, C.B., Mamoria, Satish and Gankar, S, V. (2010). Dynamics of Industrial Relations. Himalaya Publishing House Pvt. Ltd., Mumbai.

Additional Readings:

1. Monappa, Arun (2010). Industrial Relations. Tata McGraw Hill Education Pvt. Ltd., New Delhi.
2. Chamberlain, N.W. (1965). Collective Bargaining. McGraw Hill, New York.
3. Dunlop, J.T. (1958). Industrial Relations Systems. Henry Hold and Company, New York.
4. Venkatramana, P. (2007). Industrial Relations, A.P.H Publishing Corporation, New Delhi.
5. Srivastava, S.C (2007). Industrial Relations and Labour Laws, Vikas Publishing House Pvt. Ltd. Noida

LECTURE PLAN

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Evolution of Industrial Relations	Text Book-1	Chapter-10
Lecture – 2	Scope and Aspects of Industrial Relations	Text Book-1	Chapter-10
Lecture – 3&4	Factors Affecting Industrial Relations	Text Book-1	Chapter-10
Lecture – 5&6	Approaches to Industrial Relations	Text Book-1	Chapter-10
Lecture – 7&8	Models of Industrial Relations	Text Book-1	Chapter-10

Lecture – 9,10&11	Origin of Trade Union Movement in India	Text Book-1	Chapter-3,4,5
Lecture – 12,13&14	Theories of trade unionism	Text Book-2	Chapter-3
Lecture – 15&16	Structure and Government of Trade Unions	Text Book-1	Chapter-2
Lecture – 17	Problems of Trade Unions in India	Text Book-1	Chapter8&9
Lecture –18	Employers Organizations	Addl Reading-1	Chapter-5
Lecture – 19,20&21	Schemes of Workers' Participation	Text Book-1	Chapter-14
Lecture –22	Hurdles to Worker Participation in Management in India	Text Book-1	Chapter-14
Lecture – 23	Grievance Handling Procedure	Addl Reading-1	Chapter-8
Lecture – 24&25	Discipline and Disciplinary Actions	Addl Reading-1	Chapter-9
Lecture – 26	Concept of Industrial Dispute	Text Book-1	Chapter-12
Lecture – 27&28	Statutory methods of industrial dispute resolution	Text Book-1	Chapter-12
Lecture – 29&30	Non –statutory methods of industrial dispute resolution	Text Book-1	Chapter-12
Lecture –31	Collective bargaining – Meaning, Importance	Text Book-1	Chapter-13
Lecture – 32&33	Theories of Collective Bargaining	Text Book-1	Chapter-13
Lecture – 34&35	The International Labour Organization	Text Book-1	Chapter-32
Lecture – 36, 37&38	Industrial Relations in U.K, U.S.A	Text Book-2	Chapter-33
Lecture –	Industrial Relations in	Addl Reading-1	Chapter-14

39&40	Contemporary times		
-------	--------------------	--	--

Stress Management

Programme of Study	MBA
Course Code:	MGT 305
Course Name:	Stress Management
Designed by Faculty	Dr Aditi Sharma
Year of Introduction/Revision of Course Contents	2020

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to make the students

- Gain insights about the nature, types and sources of stress.
- Comprehending the sources and recognizing symptoms of stress in organizational context
- Understanding various stress coping strategies for management of stress

Course Outcome:

- The students would be able recognize and deal with stress and stressful events in a positive way .

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - XI. Class Participation- 10%
 - XII. Presentations - 10%
 - XIII. Assignment- 5%

Course Contents:

Course Contents

UNIT I Introduction to the Concept of Stress **4 Hours**

- Stress- Definition, Nature, Concept
- Approaches to Stress
- Person-Environment Theory

UNIT II Organizational Stress & its sources **4 Hours**

- Occupational Stress
- Role Stressors
- Sources of Stress- Organizational Culture, Mergers and Acquisitions, New Work Arrangements, Job Loss, Dual Career Relationships

UNIT III Organizational Stressors

4 Hours

- Leadership and Stress
- Motivation and Stress
- Conflict and Stress

UNIT IV Stress Indicators & Burnout

3 Hours

- Symptoms of Stress
- Burnout

UNIT V Stress Management and Emerging Issues in Stress

5 Hour

- General and Organizational Approaches
- Technology, Behaviour and Work Stress
- Stress and Future of Work

Suggested Books

1. **Cooper, C.L. (2000).** Theories of Organizational Stress, OUP, Oxford, UK.
2. **Dewe, P. and Cooper, C.L. (2020).** Work and Stress: A Research Overview, Routledge, New York
3. **Cartwright, S. and Cooper, C.L. (1997).** Managing Workplace Stress, Sage Publications, UK

Additional Reading:

1. **Sharma, R. R and Cooper, C. (2017).** Executive Burnout: Eastern and Western Concepts, Models, and Approaches for Mitigation, Emerald Group Publishing Limited, UK
2. **Palmer, S. and Cooper, C.L. (2007).** How to deal with stress. Kogan Page, UK
3. **Cooper, C.L., Dewe, P.J. and O’Driscoll, M.P. (2001).** Organizational Stress: A Review and Critique of Theory, Research and Applications, Sage Publications, New Delhi.
4. **Ventouratos-Fotinos, R. and Cooper, C.L. (2015).** The Economic Crises and Occupational Stress, Edward Elgar Publishing Limited, UK.
5. **Dewe, P. and Cooper, C.L. (2004).** Stress: A Brief History, Blackwell Publishing Ltd., UK
6. **Seyle, H. (1976).** Stress in Health and Disease, Butterworth Publishers Inc., USA

LECTURE PLAN

5

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Stress- Definition, Nature,	Text Book-2	Chapter-1

	Concept		
Lecture – 2 &3	Approaches to Stress	Text Book-3	Chapter-1
Lecture – 4	Person-Environment Theory	Text Book-1	Chapter-2
Lecture – 5	Occupational Stress	Text Book-1	Chapter-5
Lecture – 6	Role Stressors	Text Book-1	Chapter-5
Lecture – 7,8&9	Sources of Stress- Organizational Culture, Mergers and Acquisitions, New Work Arrangements, Job Loss, Dual Career Relationships	Text Book-3	Chapter-2,3
Lecture –10	Leadership and Stress		Research Paper
Lecture –11	Motivation and Stress		Research Paper
Lecture –12	Conflict and Stress		Research Paper
Lecture – 13&14	Symptoms of Stress	Text Book-3	Chapter-1
Lecture – 15	Burnout	Text Book-1 Text Book-3	Chapter-3 Chapter-4
Lecture – 16&17	General and Organizational Approaches	Text Book-1 Text Book-2 Addl Reading-1	Chapter-12 Chapter-6 Chapter-7
Lecture – 18	Technology, Behaviour and Work Stress	Text Book-2	Chapter-2
Lecture – 19&20	Stress and Future of Work	Text Book-2	Chapter-3

Business Research Methods

Programme of Study

MBA

Course Code:

MGT 203

Course Name:

Business Research Methods

Year of Introduction/Revision of Course Contents 2020

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to understand basic concepts of Research.
- Enable the students to understand about data collection instruments, sampling and data preparation for analysis.
- Enable the students to understand the use of research techniques– where to use which technique and why

Course Outcome

The students would become better analyst and good decision makers.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

Mid Term Examination: 25%

End Semester Examination: 50%

Continuous Internal Assessment : 25%

- Class participation: 10%
- Assignment: 15%

Course Contents

- | | |
|---|------------------|
| UNIT – I: Research Process, Problem, & Research Designs | (4 Hours) |
| <ul style="list-style-type: none"> • Research : Definition and Types and Approaches • Research Process • Formulation of Research Problem • Nature of Research Design, Formulation of Research Design • Classification of Research Design | |
| UNIT – II: Data Collection Methods | (4 Hours) |
| <ul style="list-style-type: none"> • Sources of Secondary Data • Secondary Data collection Methods • Quantitative and Qualitative Methods of Data Collection | |
| UNIT – III: Measurement Design, Respondents Selection | (4 Hours) |
| <ul style="list-style-type: none"> • Types of Scaling • Validity and Reliability in Measurement • Questionnaire Designing | |
| UNIT – IV: Sampling and Sampling Methods | (4 Hours) |
| <ul style="list-style-type: none"> • Sampling Design • Sampling Process • Random Sampling Methods • Non random Sampling Methods • Sampling and non-Sampling errors | |

UNIT – V: Data preparation and reporting (4 Hours)

- Data Processing-Coding, entering and entering the data in software
- Significance of Report Writing
- Types of Research Report
- Layout of Research Report
- Use of Software

Prescribed Text Books:

1. Chawla D. & Sondhi N, (2011), Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
2. Kothari C R (2006), Research Methodology Method and techniques, New Age International Publishers, New Delhi.
3. Krishnaswamy K N; Sivakumar Appa Iyer & Mathirajan M (2006), Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi.

Suggested Additional Readings:

1. Cooper, Donald R & Schindler, Pamela S (2010), Business Research Methods, 9th Edition, McGraw-Hill Companies, New Delhi
2. Chawla D. & Sondhi N, (2011), Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
3. Bajpai N., (2013), Business Research Methods, Fourth Impression, Dorling Kindersley(India) Pvt. Ltd of Pearsons Education, New Delhi.
4. Ramamurthy G.C., (2012), Research Methodology, Dreamtech Press, New Delhi.
5. Sachdeva JK (2009), Business Research Methodology, Himalyan Publishing House Pvt Ltd, New Delhi.

Course Code: MSO 413

Course Name: Business Research Methods

Faculty Name: Dr Sanjeev Gupta

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to understand basic concepts of Research.
- Enable the students to understand about data collection instruments, sampling and data preparation for analysis.
- Enable the students to understand the use of research techniques– where to use which technique and why

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
 2. End Semester Examination: 50%
 3. Continuous Internal Assessment : 25%
- Class participation: 10%
 - Assignment: 15%

Course Contents

UNIT – I: Research Process, Problem, & Research Designs (4 Hours)

- Research : Definition and Types and Approaches
- Research Process
- Formulation of Research Problem
- Nature of Research Design, Formulation of Research Design
- Classification of Research Design

UNIT – II: Data Collection Methods (4 Hours)

- Sources of Secondary Data
- Secondary Data collection Methods
- Quantitative Methods of Data Collection
- Questionnaire Designing
- Attitude Measurement

UNIT – III: Measurement Design, Respondents Selection (4 Hours)

- Types of Scaling
- Validity and Reliability in Measurement
- Sampling Design

- Testing of Hypothesis
 - Data Preparation
- UNIT – IV: Primary Data Analysis and Interpretation-I (4 Hours)**
- Univariate Analysis of Data
 - Bivariate Analysis of Data
 - Analysis of Variance Techniques
- UNIT – V: Primary Data Analysis and Interpretation-II (4 Hours)**
- Use of SPSS in ANOVA and MANOVA
 - Non Parametric Tests (with SPSS)
 - Writing a Business Research Report

Prescribed Text Books:

1. Kothari CR(2006), Research Methodology Method and techniques, New Age International Publishers, New Delhi.
2. Krishnaswamy K N; SivakumarAppalyer&Mathirajan M (2006), Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi.

Suggested Additional Readings:

1. Cooper, Donald R & Schindler, Pamela S (2010), Business Research Methods, 9th Edition, McGraw-Hill Companies, New Delhi
2. Chawla D. & Sondhi N, (2011), Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
3. Bajpai N., (2013), Business Research Methods, Fourth Impression, Dorling Kindersley(India) Pvt. Ltd of Pearsons Education, New Delhi.
4. Ramamurthy G.C., (2012), Research Methodology, Dreamtech Press, New Delhi.
5. Sachdeva JK (2009), Business Research Methodology, Himalyan Publishing House Pvt Ltd, New Delhi.

Lesson Plan

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Research : Definition and Types and Approaches	Book – 1	Chapter – 1	1	1
2	1	Research Process Formulation of Research Problem	Book – 2	Chapter – 2	--	1
3	1	Nature of Research Design, Formulation of Research Design	Book – 2	Chapter – 1	1	1
4	1	Classification of Research Design	Book – 1	Chapter – 2	--	1
5	1	Sources of Secondary Data	Book – 2	Chapter – 1	--	1
6	1	Secondary Data collection Methods	Book – 2	Chapter – 3	1	--
7	1	Quantitative Methods of Data Collection	Book – 1	Chapter – 4	1	1
8	1	Questionnaire Designing	Book – 1	Chapter – 5	1	--
9	1	Attitude Measurement	Book – 1	Chapter – 7	--	
10	1	Types of Scaling	Book – 1 Book – 2	Chapter – 5 Chapter – 6	--	1
11	1	Validity and Reliability in Measurement	Book – 1 Book - 2	Chapter – 4 Chapter – 6	1	--
12	1	Sampling Design	Book – 1 Book - 2	Chapter – 4 Chapter –	--	--

				6		
13	1	Testing of Hypothesis	Book – 1 Book - 2	Chapter – 5 Chapter – 8	--	1
14	1	Data Preparation	Book – 1 Book - 2	Chapter – 4 Chapter – 7	--	--
15	1	Univariate Analysis of Data	Book – 1 Book –2	Chapter – 5 Chapter – 7	--	--
16	1	Bivariate Analysis of Data	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
17	1	Analysis of Variance Techniques	Book – 1 Book –2	Chapter – 5 Chapter – 9	1	1
18	1	Use of SPSS in ANOVA and MANOVA	Book – 1	Chapter – 5	1	--
19	1	Non Parametric Tests (with SPSS) Writing a Business Research Report	Book – 1 Book - 2	Chapter – 7 Chapter – 8	--	--
20	1	Writing a Business Research Report	Book – 1	Chapter – 9	1	1
21	Lab Session	Use of Software's to solve various problems	--	--	--	--
Total	20				9	10



Central University of Himachal Pradesh

(Established under Central Universities Act 2009)

PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA – 176215, HIMACHAL PRADESH

www.cuhimachal.ac.in; Phone: 01892 237285-2237289, 229330; Fax: 01892 237286

Course Code: MSO 602

Course Name: Analytics of Research

Faculty Name: Dr Sanjeev Gupta

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: on completion of the course, the students will be able to:

- Describe meaning, scope and need of research.
- Understand the key concepts of research.
- Explain appropriate sampling design for their respective study.
- Frame hypotheses for their respective study.
- Use various statistics to test the hypotheses for analysis of data.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25% i.e. 25 marks out of 100
 - Seminar: 10 marks
 - Assignments: 15 mark

Course Contents

UNIT I: DESCRIPTIVE STATISTICS

Introduction: Nature of Statistics, Uses of Statistics, Statistics in relation to other disciplines, Types of Data: Concepts of population and sample, quantitative and qualitative data, cross sectional and time-series data, discrete and continuous data, different types of scales. Collection of Data: Primary data – designing a questionnaire and a schedule, checking its consistency. Secondary data – its major sources. Complete enumeration. Controlled experiments, Observational studies and Sample Surveys. Scrutiny of data for internal consistency and detection of errors in recording.

Measure of Central Tendency. Presentation of data: Construction of Tables with one or more factors of classification, diagrammatic representations, frequency distributions and cumulative frequency distributions.

Univariate data –dispersion, relative dispersion, skewness and kurtosis, Moments,

Bivariate data – scatter diagram, correlation coefficient and its properties, Concept of Regression, Principles of least squares, Rank correlation – Spearman's and Kendall's measures.

UNIT II PROBABILITY THEORY

Random Experiment: Trial, Sample point, Sample space, Different types of events. Definition of probability: Classical and relative-frequency approach to probability, Probability of occurrence of exactly m and at least m events out of n events. Conditional probability and Independence of events, Bayes' Theorem and its applications. Examples based on classical approach and repeated trials. Normal, binomial and Poisson; distribution and its properties.

UNIT III LINEAR ALGEBRA

Matrix Algebra: Linear transformation and Matrices, Matrix operations, Elementary matrices and their uses, Rank of a matrix and related results, Inverse of a matrix, Determinants, the Characteristic roots and vectors, Systems of Linear Equations: Homogeneous and Non homogeneous systems– conditions for solvability.

UNIT IV: STATISTICAL INFERENCE

Idea of Inference - Point & Interval Estimations and Testing of Hypothesis Introduction: Concepts of Finite Population and Sample, Need for Sampling, Complete Enumeration and Sample Surveys, Sampling Methods: Probability and Non Probability Sampling, Elements of Hypothesis Testing : Null and Alternative hypotheses, Simple and Composite hypotheses, Critical Region, Type I and Type II Errors, Level of Significance and Size, p-value.

UNIT V: SAMPLING DISTRIBUTIONS

Introduction: Concepts of Random Sampling, Statistics and Sampling Distributions of Statistics. Illustrations using different distributions, reproductive properties of the distributions. Some Standard Sampling Distributions: χ^2 distribution, distributions of the mean and variance of a random sample from a normal population, t , z and F distributions, distributions of means. SPSS and its applications in business and industry.

References:

1. Goon A.M., Gupta M.K. & Dasgupta B. (1994): An Outline of Statistical Theory (Vol-1), World Press
2. Johnson, N.I. & Kotz S. (1970): Distributions in Statistics, John Wiley
3. Ross S.M. (1972): Introduction to Probability Models, Academic Press Wallis F.E. & Roberts H.V. (1957): Statistics- a new approach, Methuen
4. Tukey J.W. (1977): Exploratory Data Analysis, Addison-Wesley Publishing Co
5. Goon A. M. ,Gupta M. K., Dasgupta B.(2001): Fundamentals of Statistics (V-2), World Press
6. Murthy M.N. (1977): Sampling Theory and Methods, Statistical Pub. Soc., Calcutta
7. Rohatgi V.K. (1984): An Intro. to Probability Theory & Math. Statistics, John Wiley
8. Mood A.M., Graybill F. & Boes D.C. (1974): An Introduction to the Theory of Statistics (3rd ed), McGraw Hill
9. Rao A.R. & Bhimasankaran P. (1996): Linear Algebra
10. Searle S.R. (1982): Matrix Algebra – useful for Statistics, John Wiley

Lesson plan-

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Introduction: Nature of Statistics, Uses of Statistics, Statistics in relation to other disciplines.	Book – 1	Chapter – 1	1	1
2	2	Types of Data: Concepts of population and sample, quantitative and qualitative data, cross sectional and time-series data, discrete and continuous data, different types of scales.	Book – 2	Chapter – 1	--	1
3	2	Collection of Scrutiny of Data: Primary data – designing a questionnaire and a schedule, checking its consistency. Secondary data – its major sources.	Book – 2	Chapter – 1	1	1
4	2	Complete enumeration. Controlled experiments, Observational studies and Sample Surveys. Scrutiny of data for internal consistency and detection of errors in recording	Book – 2	Chapter – 1	--	1
5	1	Measure of Central Tendency. Presentation of data	Book – 2	Chapter – 1	1	1
6	2	Construction of Tables with one or more factors of classification, diagrammatic representations, frequency distributions and cumulative frequency distributions.	Book – 1	Chapter – 2	1	--
7	1	Univariate data – dispersion, relative	Book – 1	Chapter – 2	--	1

		dispersion, skewness and kurtosis, Moments				
8	1	Bivariate data – scatter diagram, correlation coefficient and its properties	Book – 1	Chapter –5	1	--
9	2	Concept of Regression, Principles of least squares, Rank correlation – Spearman’s and Kendall’s measures.	Book – 1	Chapter –5	--	--
10	2	Random Experiment: Trial, Sample point, Sample space, Different types of events.	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
11	2	Definition of probability: Classical and relative-frequency approach to probability, Probability of occurrence of exactly m and at least m events out of n events.	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	--
12	1	Conditional probability and Independence of events, Bayes’ Theorem and its applications..	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
13	2	Examples based on classical approach and repeated trials. Normal, binomial and Poisson; distribution and its properties	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	--
14	2	Matrix Algebra: Linear transformation and Matrices, Matrix operations.	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
15	1	Elementary matrices and their uses, Rank of a matrix and related results	Book – 1 Book –2	Chapter – 5 Chapter – 7	1	--

16	2	Inverse of a matrix, Determinants, the Characteristic roots and vectors, Systems of Linear Equations:	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
17	2	Homogeneous and Non homogeneous systems– conditions for solvability	Book – 1 Book –2	Chapter – 5 Chapter – 9	1	1
18	1	Idea of Inference - Point & Interval Estimations and Testing of Hypothesis	Book – 1	Chapter – 5	1	1
19	1	Introduction: Concepts of Finite Population and Sample, Need for Sampling, Complete Enumeration and Sample Surveys	Book – 1 Book - 2	Chapter – 7 Chapter – 8	--	--
20	1	Sampling Methods: Probability and Non Probability Sampling,	Book – 1	Chapter – 13	--	1
21	2	Elements of Hypothesis Testing : Null and Alternative hypotheses, Simple and Composite hypotheses	Book – 1 Book – 2	Chapter – 13 Chapter – 14	--	--
22	1	Critical Region, Type I and Type II Errors, Level of Significance and Size, p-value.	Book – 1	Chapter – 13	--	--
23	1	Introduction: Concepts of Random Sampling, Statistics and Sampling	Book-2	Chapter – 13	--	--
24	1	Distributions of Statistics. Illustrations using different distributions	Book – 1	Chapter – 13	--	1
25	1	Reproductive properties of the distributions. Some Standard Sampling Distributions:	Book – 1	Chapter – 14	--	--
26	2	χ^2 distribution, distributions of the mean and variance of a random sample from a normal population, t, z and F distributions, distributions of means.	Book – 2	Chapter – 15	--	--
27	2	SPSS and its applications in business and industry.	Practical work	Notes	--	--

48	Lab Session	Use of Software's to solve various problems	--	--	--	1
Total	40				9	15



CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[Established under the Central Universities Act 2009]
PO Box: 21, Dharamshala, District Kangra - 176215 (HP)
www.cuhimachal.ac.in

Course Code: AFA-529

Course Name: Quantitative Finance

Faculty Name: Dr. Sanjeev Gupta

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to To develop a conceptual and practical understanding of the range of mathematical functions and use them to solve Finance problems
- The goal of this course is to give students insights in the functioning of financial markets, understanding of measuring and forecasting financial risks.
- Aimed at giving students instruments required in order to analyze issues in asset pricing and market finance.
- Improve familiarity of the students with recent empirical findings based on financial econometric models, have a good command of basic econometric techniques and understand practical issues

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. Minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
 - Class participation: 5%
 - Presentations/viva: 10%
 - Case studies & Field Surveys, etc: 10%

Course Contents:

UNIT – I: Introduction to Quantitative Finance and Financial Mathematics

Quantitative Finance: Meaning, Basic concepts, Scope, relevance, relationship & difference with other discipline. Role of quantitative finance in modelling, Types of data in Finance

Matrices: terminology, Operations with matrices, rank of a matrix, the inverse of a matrix.

Statistical analysis: Some Examples of descriptive statistics and its purpose, comparison of inferential statistics with descriptive statistics and mathematical expectation. Need for and

methods of data transformation. Moments of a Probability Distribution, Some Important Probability Distributions

UNIT – II:Statistical Techniques for Finance

Correlation - Karl person correlation, rank correlation, Multiple Correlation, Regression - The Meaning of Regression Analysis, The Regression Model and its Statistical Parameters, Actual and Fitted Values – the Regression Line and the Error Term, The Meaning of the Linearity Assumption, The Method of Ordinary Least Squares (OLS) and Monte Carlo Simulation.

UNIT – III:Modelling in Finance

Efficient market hypothesis testing, CAPM modelling, Modelling high frequency financial data, Verification and testing of financial modelling,Basic Time Series Concepts,Structural breaks.

UNIT – IV:Modelling Asset Returns volatility and Forecasting

Modelling asset return volatility, leverage effect, ARCH, GARCH, EGARCH and T-GARCH models, Forecasting for Univariate and multivariate data, Single Exponential Smoothing, ARIMA modelling, VAR model, Single equation modelling and Delphi method.

UNIT – V:Applications and Data Analysis

Software’s: Introduction to E–Viewsand SPSS, Gretelfor data analysis in Finance with data from, CPI Index, IIP, NSE, BSE, Foreign Exchange Market.

Recommended Books:

1. Patton, A. (2007). Quantitative Finance, UoL Study Guide. (*AP*)
2. Diebold, F.X. *Elements of Forecasting*. (Thomson South-Western, Canada, 2006) fourth edition. (*FD*)
3. Wilmott, P. Paul Wilmott on Quantitative Finance (selected chapters). 2nd ed. Wiley, 2006.
4. McNeil, A. J. et al, Quantitative Risk Management. Princeton University Press, 2005.
5. Enders W. Applied Econometric Time Series. 2nd ed., John Wiley & Sons, Inc., 2004
6. Ruey S. Tsay (2002). Analysis of Financial Time Series.
7. Brooks (2002). Introductory econometrics for finance, Cambridge University Press.
8. Franke/ Haerdle/ Hafner (2004). Statistics of Financial Markets, Springer.
9. Hamilton, J. (1994), Time Series Analysis, Princeton University Press, Princeton

Lesson plan-

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations

1	1	Quantitative Finance: Meaning, Basic concepts	Book – 1	Chapter – 1	--	1
2	2	Scope, relevance, relationship & difference with other discipline	Book – 2	Chapter – 1	--	1
3	3	Role of quantitative finance in modeling,	Book – 2	Chapter – 1	1	1
		Types of data in Finance				
4	4	Matrices: terminology	Book – 2	Chapter – 1	--	1
5	5	Operations with matrices rank of a matrix.	Book – 2	Chapter – 1	--	1
		The inverse of a matrix.				
6	6	Some Examples of descriptive statistics and its purpose.	Book – 1	Chapter – 2	--	--
7	7	Comparison of inferential statistics with descriptive statistics and mathematical expectation.	Book – 1	Chapter – 2	--	1
8	8	Need for and methods of data transformation.	Book – 1	Chapter –5	1	--
9	9	Moments of a Probability Distribution.		Chapter –5	1	
10	10	Some Important Probability Distributions	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
11	11	Correlation - Karl person correlation	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	--
12	12	Rank correlation.	Book – 1	Chapter – 5	---	---
13	13	Multiple Correlation	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	--
14	14	Regression - The Meaning of Regression Analysis	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
15	15	The Regression Model	Book – 1	Chapter – 5	--	--

		and its Statistical Parameters,	Book –2	Chapter – 7		
16	16	Actual and Fitted Values – the Regression Line and the Error Term.	Book – 1 Book - 2	Chapter – 6 Chapter – 7	–	–
17	17	The Meaning of the Linearity Assumption,.	Book – 1 Book –2	Chapter – 5 Chapter – 9	1	--
18	18	The Method of Ordinary Least Squares (OLS)	Book – 1	Chapter – 5	1	--
19	19	Monte Carlo Simulation	Book – 1 Book - 2	Chapter – 7 Chapter – 8	–	–
20	20	Efficient market hypothesis testing.	Book – 1	Chapter – 13	--	1
21	21	CAPM modeling, Modelling high frequency financial data.	Book – 1 Book – 2	Chapter – 13 Chapter – 14	--	--
22	22	Verification and testing of financial modeling. Basic	Book – 1	Chapter – 13	--	--
23	23	Time Series Concepts, Structural breaks.	Book-2	Chapter – 13	—	—
24	24	Modelling asset return volatility, leverage effect,	Book – 1	Chapter – 13	--	1
25	25	ARCH Model	Book – 1	Chapter – 14	1	--
26	26	GARCH Model	Book – 2	Chapter – 15	—	—
27	27	EGARCH	Book – 1	Chapter – 16	—	—
28	28	T-GARCH models.	Book – 2	Chapter – 16	—	—
29	29	Forecasting for Univariate and multivariate data.	Book – 2	Chapter – 17	1	--
30	30	Single Exponential	Book – 1	Chapter –	—	1

		Smoothing		15		
31	31	ARIMA modelling	Book – 1	Chapter – 16	—	1
32	32	VAR model	Book – 2	Chapter – 16	—	—
33	33	Single equation modelling and Delphi method.	Book – 2	Chapter – 17	—	—
34	34	Introduction to E-Views and SPSS.	Book – 2	Chapter – 15		1
35	35	Gretl for data analysis in Finance with data from	Book – 1	Chapter – 16		
36	36	CPI Index	Book – 1	Chapter – 16		1
37	37	IIP Index	Book – 2	Chapter – 17		
38	38	NSE	Book – 2	Chapter – 15	1	1
39	39	BSE	Book – 2	Chapter – 16	1	1
40	40	Foreign Exchange Market	Book – 1	Chapter – 16	–	1
41	Lab Session	Use of Software's to solve various problems	--	--	--	--
Total	40				8	16

Financial Econometrics

Course Code: AFA 530

Course Name: Financial Econometrics

Credits: 4

Faculty Name: Dr Sanjeev Gupta

Course objectives:

By the end of this course, participants will:

- (1) know how to design, code, estimate and analyze time-varying parameter models used in Finance;
- (2) understand the interplay between econometric techniques and modeling assumptions;
- (3) have used computational methods to solve econometric exercises;
- (4) know how to estimate parameters of structural models using simulation-based estimators;
- (5) have gained experience in working with real data.

- To familiarize students with the econometrics theory;
- To enable students to understand applications of financial econometric methods and their applications.

COURSE CONTENTS

UNIT-I

(15 Hours)

Introduction: Meaning and rationale of Financial Econometric, Methodology, types of data, steps involved in formulating econometric model, Functional Forms of Regression Models. Estimation of the Two Variable and Multiple Regression Models with the Method of Ordinary Least Squares (OLS); BLUE Properties.

UNIT-II

(10 Hours)

Nature, Consequences, Detection & Remedial Measures for the problems of: Multicollinearity, Heteroscedasticity and Autocorrelation.

UNIT-III

(10 Hours)

Specification Errors, Tests of Specification and Misspecification, Models and Criteria for Model Selection. Dummy Variables: Introduction and Uses.

UNIT-IV

(15 Hours)

Hours)

Distributed Lag and Autoregressive Models: Introduction and Nature of Distributed Lag (DL) & Auto Regressive (AR) Model.

Time Series Analysis: Testing Causality in Economics: Granger Causality Test. Stationary, Test of Stationary, Spurious Regression, Unit Roots, Dickey-Fuller Test and Forecasting.

UNIT-V

(10 Hours)

Modeling volatility: Models for volatility, ARCH and GARCH. Econometrics packages for modeling financial data.

Prescribed Text Books:

1. Dougherty, Christopher (2011) *Introduction to Econometrics 4th Edition*. New York: Oxford University Press.
2. Wooldridge, Jeffrey M. (2010) *Econometric Analysis of Cross Section and Panel Data 2nd Edition*. MIT Press.
3. Gujarati, Damodar N. (2002). *Basic Econometrics 4th Edition*. McGraw Hill
4. Chris Brooks.(2012), *Introductory Econometrics for Finance*, second edition, Cambridge.

Supplementary Readings:

1. Goldberger, A. S. (1998). *Introductory Econometrics*. Cambridge: Harvard University Press.
2. Hill, R. Carter, William E. Griffiths and Guay C. Lim (2011) *Principles of Econometrics 4th Edition*. Wiley.
3. Hsiao, Cheng (2002). *Analysis of Panel Data*. Cambridge University Press.
4. Mukherjee, Chandan, Howard White and Marc Wuyts (1998) *Econometrics and Data Analysis for Developing Countries*. New York: Routledge.
5. <https://www.youtube.com/watch?v=XTkpdkWVfOU>

Lesson plan-

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Introduction: Meaning and rationale of Financial Econometric,	Book – 1	Chapter – 1	1	1
2	1	Scope of financial econometric	Book – 1	Chapter – 1	--	--
3	1	Methodology	Book – 2	Chapter – 2	--	1
4	1	types of data	Book – 2	Chapter – 3	--	1
5	1	steps involved in formulating econometric model	Book – 1	Chapter – 4	--	--
6	1	Functional Forms of Regression Models-1	Book – 2	Chapter – 1	1	1
7	1	Functional Forms of Regression Models-1	Book – 2	Chapter – 5	--	1
8	1	Estimation of the Two Variable and Multiple Regression Models with the Method of Ordinary -1	Book – 1	Chapter – 6	--	--
9	1	Estimation of the Two Variable and Multiple Regression Models with the Method of Ordinary -2	Book – 2	Chapter – 6	--	--
10	1	Least Squares (OLS);	Book – 2	Chapter – 4	--	1
11	1	BLUE Properties.	Book – 2	Chapter – 5	--	1
12	1	Nature	Book – 2	Chapter – 6	--	--
13	1	Consequences	Book – 2	Chapter – 9	--	--

14	1	Detection & Remedial Measures for the problems of: Multicollinearity,	Book – 1	Chapter – 7	--	--
15	1	Multicollinearity	Book – 1	Chapter – 7	1	--
16	1	Heteroscedasticity	Book – 1	Chapter – 2	--	1
17	1	Autocorrelation.	Book – 1	Chapter – 5	1	--
18	1	Specification Errors,	Book – 1	Chapter – 5	--	--
19	1	Tests of Specification and Misspecification,	Book – 1 Book - 2	Chapter – 4 Chapter – 6	--	1
20	1	Models and Criteria for	Book – 1 Book - 2	Chapter – 4 Chapter – 6	1	--
21	1	Model Selection.	Book – 1	Chapter – 5		
22	1	Dummy Variables:	Book – 1 Book - 2	Chapter – 7 Chapter – 9	--	--
23	1	Introduction and Uses.	Book – 1 Book - 2	Chapter – 8 Chapter – 9	--	--
24	1	Distributed Lag	Book – 1 Book – 2	Chapter – 9 Chapter – 7	--	--
25	1	Autoregressive Models:	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
26	1	Introduction and Nature of Distributed Lag (DL)	Book – 1	Chapter – 5	1	--

		..	Book –2	Chapter – 9		
27	1	Auto Regressive (AR) Model.	Book – 1	Chapter – 5	1	--
28	1	Time Series Analysis:	Book – 1 Book - 2	Chapter – 7 Chapter – 8	--	--
29	1	Testing Causality in Economics	Book – 1 Book - 2	Chapter – 7 Chapter – 8	--	--
30	1	Granger Causality Test.	Book – 1	Chapter – 13	--	1
31	1	Stationary, Test of Stationary.	Book – 1 Book – 2	Chapter – 13 Chapter – 14	--	--
32	1	Spurious Regression,	Book – 1	Chapter – 13	--	--
33	1	Unit Roots.	Book-2	Chapter – 13	--	--
34	1	Dickey-Fuller Test	Book – 1	Chapter – 13	--	1
35	1	Forecasting with DF test	Book – 1	Chapter – 13	--	--
36	1	Modeling volatility:	Book – 1	Chapter – 14	1	--
37	1	Models for volatility,	Book – 2	Chapter – 15	--	1
38	1	ARCH	Book – 1	Chapter – 16	--	1
39	1	GARCH..	Book – 2	Chapter – 16	--	1
40	1	Econometrics packages for modeling financial data	Book – 2	Chapter – 17	--	1

41	Lab Session	Use of Software's to solve various problems	--	--	--	--
Total	40				8	15



Central University of Himachal Pradesh

(Established under Central Universities Act 2009)

PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA – 176215, HIMACHAL PRADESH

www.cuhimachal.ac.in; Phone: 01892 237285-2237289, 229330; Fax: 01892 237286

Course Code: MSO 602

Course Name: Analytics of Research

Faculty Name: Dr Sanjeev Gupta

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: on completion of the course, the students will be able to:

- Describe meaning, scope and need of research.
- Understand the key concepts of research.
- Explain appropriate sampling design for their respective study.
- Frame hypotheses for their respective study.
- Use various statistics to test the hypotheses for analysis of data.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25% i.e. 25 marks out of 100
 - Seminar: 10 marks
 - Assignments: 15 marks

Course Contents

UNIT I: DESCRIPTIVE STATISTICS

Introduction: Nature of Statistics, Uses of Statistics, Statistics in relation to other disciplines, Types of Data: Concepts of population and sample, quantitative and qualitative data, cross sectional and time-series data, discrete and continuous data, different types of scales. Collection of Data: Primary data – designing a questionnaire and a schedule, checking its consistency. Secondary data – its major sources. Complete enumeration. Controlled experiments, Observational studies and Sample Surveys. Scrutiny of data for internal consistency and detection of errors in recording.

Measure of Central Tendency. Presentation of data: Construction of Tables with one or more factors of classification, diagrammatic representations, frequency distributions and cumulative frequency distributions.

Univariate data –dispersion, relative dispersion, skewness and kurtosis, Moments,

Bivariate data – scatter diagram, correlation coefficient and its properties, Concept of Regression, Principles of least squares, Rank correlation – Spearman's and Kendall's measures.

UNIT II PROBABILITY THEORY

Random Experiment: Trial, Sample point, Sample space, Different types of events. Definition of probability: Classical and relative-frequency approach to probability, Probability of occurrence of exactly m and at least m events out of n events. Conditional probability and Independence of events, Bayes' Theorem and its applications. Examples based on classical approach and repeated trials. Normal, binomial and Poisson; distribution and its properties.

UNIT III LINEAR ALGEBRA

Matrix Algebra: Linear transformation and Matrices, Matrix operations, Elementary matrices and their uses, Rank of a matrix and related results, Inverse of a matrix, Determinants, the Characteristic roots and vectors, Systems of Linear Equations: Homogeneous and Non homogeneous systems– conditions for solvability.

UNIT IV: STATISTICAL INFERENCE

Idea of Inference - Point & Interval Estimations and Testing of Hypothesis Introduction: Concepts of Finite Population and Sample, Need for Sampling, Complete Enumeration and Sample Surveys, Sampling Methods: Probability and Non Probability Sampling, Elements of Hypothesis Testing : Null and Alternative hypotheses, Simple and Composite hypotheses, Critical Region, Type I and Type II Errors, Level of Significance and Size, p-value.

UNIT V: SAMPLING DISTRIBUTIONS

Introduction: Concepts of Random Sampling, Statistics and Sampling Distributions of Statistics. Illustrations using different distributions, reproductive properties of the distributions. Some Standard Sampling Distributions: χ^2 distribution, distributions of the mean and variance of a random sample from a normal population, t , z and F distributions, distributions of means. SPSS and its applications in business and industry.

References:

1. Goon A.M., Gupta M.K. & Dasgupta B. (1994): An Outline of Statistical Theory (Vol-1), World Press
2. Johnson, N.I. & Kotz S. (1970): Distributions in Statistics, John Wiley
3. Ross S.M. (1972): Introduction to Probability Models, Academic Press Wallis F.E. & Roberts H.V. (1957): Statistics- a new approach, Methuen
4. Tukey J.W. (1977): Exploratory Data Analysis, Addison-Wesley Publishing Co
5. Goon A. M. ,Gupta M. K., Dasgupta B.(2001): Fundamentals of Statistics (V-2), World Press
6. Murthy M.N. (1977): Sampling Theory and Methods, Statistical Pub. Soc., Calcutta
7. Rohatgi V.K. (1984): An Intro. to Probability Theory & Math. Statistics, John Wiley

8. Mood A.M., Graybill F. & Boes D.C. (1974): An Introduction to the Theory of Statistics (3rd ed), McGraw Hill
9. Rao A.R. & Bhimasankaran P. (1996): Linear Algebra
10. Searle S.R. (1982): Matrix Algebra – useful for Statistics, John Wiley

Lesson plan-

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Introduction: Nature of Statistics, Uses of Statistics, Statistics in relation to other disciplines.	Book – 1	Chapter – 1	1	1
2	2	Types of Data: Concepts of population and sample, quantitative and qualitative data, cross sectional and time-series data, discrete and continuous data, different types of scales.	Book – 2	Chapter – 1	--	1
3	2	Collection of Scrutiny of Data: Primary data – designing a questionnaire and a schedule, checking its consistency. Secondary data – its major sources.	Book – 2	Chapter – 1	1	1
4	2	Complete enumeration. Controlled experiments, Observational studies and Sample Surveys. Scrutiny of data for internal consistency and detection of errors in recording	Book – 2	Chapter – 1	--	1
5	1	Measure of Central Tendency. Presentation of data	Book – 2	Chapter – 1	1	1
6	2	Construction of Tables with one or more factors of classification, diagrammatic representations, frequency distributions and cumulative frequency distributions.	Book – 1	Chapter – 2	1	--

7	1	Univariate data – dispersion, relative dispersion, skewness and kurtosis, Moments	Book – 1	Chapter – 2	--	1
8	1	Bivariate data – scatter diagram, correlation coefficient and its properties	Book – 1	Chapter –5	1	--
9	2	Concept of Regression, Principles of least squares, Rank correlation – Spearman’s and Kendall’s measures.	Book – 1	Chapter –5	--	--
10	2	Random Experiment: Trial, Sample point, Sample space, Different types of events.	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
11	2	Definition of probability: Classical and relative-frequency approach to probability, Probability of occurrence of exactly m and at least m events out of n events.	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	--
12	1	Conditional probability and Independence of events, Bayes’ Theorem and its applications..	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
13	2	Examples based on classical approach and repeated trials. Normal, binomial and Poisson; distribution and its properties	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	--
14	2	Matrix Algebra: Linear transformation and Matrices, Matrix operations.	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--

15	1	Elementary matrices and their uses, Rank of a matrix and related results	Book – 1 Book – 2	Chapter – 5 Chapter – 7	1	--
16	2	Inverse of a matrix, Determinants, the Characteristic roots and vectors, Systems of Linear Equations:	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
17	2	Homogeneous and Non homogeneous systems– conditions for solvability	Book – 1 Book – 2	Chapter – 5 Chapter – 9	1	1
18	1	Idea of Inference - Point & Interval Estimations and Testing of Hypothesis	Book – 1	Chapter – 5	1	1
19	1	Introduction: Concepts of Finite Population and Sample, Need for Sampling, Complete Enumeration and Sample Surveys	Book – 1 Book - 2	Chapter – 7 Chapter – 8	--	--
20	1	Sampling Methods: Probability and Non Probability Sampling,	Book – 1	Chapter – 13	--	1
21	2	Elements of Hypothesis Testing : Null and Alternative hypotheses, Simple and Composite hypotheses	Book – 1 Book – 2	Chapter – 13 Chapter – 14	--	--
22	1	Critical Region, Type I and Type II Errors, Level of Significance and Size, p-value.	Book – 1	Chapter – 13	--	--
23	1	Introduction: Concepts of Random Sampling, Statistics and Sampling	Book-2	Chapter – 13	--	--
24	1	Distributions of Statistics. Illustrations using different distributions	Book – 1	Chapter – 13	--	1
25	1	Reproductive properties of the distributions. Some Standard Sampling Distributions:	Book – 1	Chapter – 14	--	--
26	2	χ^2 distribution, distributions of the mean and variance of a random sample from a normal population, t, z and F distributions, distributions	Book – 2	Chapter – 15	--	--

		of means.				
27	2	SPSS and its applications in business and industry.	Practical work	Notes	--	--
48	Lab Session	Use of Software's to solve various problems	--	--	--	1
Total	40				9	15

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[Established under the Central Universities Act 2009]

PO Box: 21, Dharamshala, District Kangra - 176215 (HP)

www.cuhimachal.ac.in

Quantitative Analysis for Management

Programme of Study	MBA
Course Code:	MGT 107
Course Name:	Quantitative Analysis for Management
Designed by Faculty	Prof. Sanjeev Gupta/Dr Aditi Sharma
Year of Introduction/Revision of Course Contents	2020

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives:

The course is designed to make the students connect how various quantitative techniques are applied in the real management world.

Course Outcome:

- The students would be able understand, solve and make sound decisions when they join the corporate world.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

4. Mid Term Examination: 50%
5. End Term Examination: 100%
6. Continuous Internal Assessment : 50%
 - XIV. Class Participation- 10%
 - XV. Presentations - 20%
 - XVI. Assignment/Case study/problem solving-20%

Course Contents:

- Attendance and Class Participation: 20%
- Presentation: 15%
- Case Discussion:15%

Course Contents

UNIT I Introduction

- Quantitative Analysis Approach
- Defining the problem
- Developing a model
- Acquiring Input Data
- Developing a solution
- Testing the Solution
- Analyzing and Implementing the Results

UNIT II Descriptive Statistics **8 Hours**

- Measures of Central Tendency, Arithmetic Mean
- Median
- Mode
- Quartiles, Percentiles
- Measures of Dispersion, Range, Mean Deviation , Standard Deviation

UNIT III Correlation and Regression **8Hours**

- Measurement of Correlation
- Karl Pearson's Coefficient of Correlation, Computation, Properties
- Rank Coefficient of Correlation
- Method of Concurrent Deviations
- Regression Model Building
- Simple Linear Regression
- Least Square Estimation
- Determination of Regression lines and estimation of Regression Coefficients
- Interpretation of Output

UNIT IV Time Series Analysis **8 Hours**

- Introduction to time series
- Components of time series
- Mathematical Models for time series
- Measurement of trend

UNIT V: Matrix and Application in Business **8 hours**

- Matrix and its General forms
- Matrix Representation of Multivariate Data
- Types of matrices
- Operations on matrices
- Inverse of matrix
- Rank of matrix
- Applications of matrices

Prescribed Text Books:

1. Render, B., Stair R.M et. al. (2017). Quantitative Analysis for Management. Pearson, New Delhi
2. Gupta S. C. (2012). Fundamentals of Statistics. Himalaya Publishing House, New Delhi.
3. Richard I. Levin (2012). Statistics for Managers, Pearson, New Delhi.
4. Mariappan, P. (2015). Business Mathematics, Pearson, New Delhi.

Supplementary Reading

1. Gupta, Kapoor (2010). Fundamentals of Mathematical Statistics. Sultan Chand and Sons.
2. Bajpai Naval (2010). Business Statistics. Pearson India Ltd.
3. Jain, Aggarwal, Trehan, Ohri, Business Statistics, VK Publications, New Delhi
4. Levine, Stephan, Krehbiel, Berenson (2012). Statistics for Managers. Prentice Hall of India

LECTURE PLAN

5

Lectures	Topics	Prescribed Text Book	Chapter No.
Lecture – 1	Quantitative Analysis Approach	Text Book-1	1
Lecture – 2	Defining the problem	Text Book-1	1
Lecture – 3	Developing a model	Text Book-1	1
	Acquiring Input Data	Text Book-1	1
Lecture – 4	Developing a solution	Text Book-1	1
Lecture – 5	Testing the Solution	Text Book-1	1
Lecture – 6	Analyzing and Implementing the Results	Text Book-1	1
Lecture –7&8	Measures of Central Tendency, Arithmetic Mean	Text Book-2	5
Lecture –9 &10	Median	Text Book-2	5
Lecture –11&12	Mode	Text Book-2	5
Lecture – 13	Quartiles, Percentiles	Text Book-2	6
Lecture – 14,15&16	Measures of Dispersion, Range, Mean Deviation , Standard Deviation	Text Book-2	6
Lecture –17	Measurement of Correlation	Text Book-1 Text Book-2	4 8
Lecture – 18&19	Karl Pearson's Coefficient of Correlation, Computation, Properties	Text Book-1 Text Book-2	4 8

Lecture –19&20	Rank Coefficient of Correlation	Text Book-1 Text Book-2	4 8
Lecture – 21	Method of Concurrent Deviations	Text Book-1 Text Book-2	4 8
Lecture – 22	Regression Model building	Text Book-1 Text Book-2	4 9
Lecture – 23	Simple Linear Regression	Text Book-1 Text Book-2	4 9
Lecture – 24	Least Square Estimation	Text Book-1 Text Book-2	4 9
Lecture – 25,26&27	Determination of Regression lines and estimation of Regression Coefficients; Interpretation of Output	Text Book-1 Text Book-2	4 9
Lecture – 28	Introduction to time series	Text Book-1 Text Book-2	5 11
Lecture –29	Components of time series	Text Book-1 Text Book-2	5 11
Lecture –30&31	Mathematical Models for time series	Text Book-1 Text Book-2	5 11
Lecture –32	Measurement of trend	Text Book-1 Text Book-2	5 11
Lecture – 33	Matrix and its General forms	Text Book-3	15
Lecture – 34	Matrix Representation of Multivariate Data	Text Book-3	15
Lecture –35	Types of matrices	Text Book-3	15
Lecture – 36&37	Operations on matrices	Text Book-3	15
Lecture –38	Inverse of matrix	Text Book-3	15
Lecture-39	Rank of matrix	Text Book-3	15
Lecture 40	Applications of matrices	Text Book-3	16

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[Established under the Central Universities Act 2009]

PO Box: 21, Dharamshala, District Kangra - 176215 (HP)

www.cuhimachal.ac.in

Financial Econometrics

Course Code: MGT 311

Course Name: Financial Econometrics

Faculty Name: Dr Sanjeev Gupta

Credits: 4

Course objectives:

By the end of this course, participants will:

- (1) know how to design, code, estimate and analyze time-varying parameter models used in Finance;
- (2) understand the interplay between econometric techniques and modeling assumptions;
- (3) have used computational methods to solve econometric exercises;
- (4) know how to estimate parameters of structural models using simulation-based estimators;
- (5) have gained experience in working with real data.

- To familiarize students with the econometrics theory;
- To enable students to understand applications of financial econometric methods and their applications.

COURSE CONTENTS

UNIT-I (15 Hours)

Introduction: Meaning and rationale of Financial Econometric, Methodology, types of data, steps involved in formulating econometric model, Functional Forms of Regression Models. Estimation of the Two Variable and Multiple Regression Models with the Method of Ordinary Least Squares (OLS); BLUE Properties.

UNIT-II (10 Hours)

Nature, Consequences, Detection & Remedial Measures for the problems of: Multicollinearity, Heteroscedasticity and Autocorrelation.

UNIT-III (10 Hours)

Specification Errors, Tests of Specification and Misspecification, Models and Criteria for Model Selection. Dummy Variables: Introduction and Uses.

UNIT-IV
Hours)

(15

Distributed Lag and Autoregressive Models: Introduction and Nature of Distributed Lag (DL) & Auto Regressive (AR) Model.

UNIT-V

(10 Hours)

Modeling volatility: Models for volatility, ARCH and GARCH. Econometrics packages for modeling financial data.

Prescribed Text Books:

1. Dougherty, Christopher (2011) *Introduction to Econometrics 4th Edition*. New York: Oxford University Press.
2. Wooldridge, Jeffrey M. (2010) *Econometric Analysis of Cross Section and Panel Data 2nd Edition*. MIT Press.
3. Gujarati, Damodar N. (2002). *Basic Econometrics 4th Edition*. McGraw Hill
4. Chris Brooks.(2012), *Introductory Econometrics for Finance*, second edition, Cambridge.

Supplementary Readings:

1. Goldberger, A. S. (1998). *Introductory Econometrics*. Cambridge: Harvard University Press.
2. Hill, R. Carter, William E. Griffiths and Guay C. Lim (2011) *Principles of Econometrics 4th Edition*. Wiley.
3. Hsiao, Cheng (2002). *Analysis of Panel Data*. Cambridge University Press.
4. Mukherjee, Chandan, Howard White and Marc Wuyts (1998) *Econometrics and Data Analysis for Developing Countries*. New York: Routledge.
5. <https://www.youtube.com/watch?v=XTkpdkWVfOU>

Lesson plan

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	2	Introduction: Meaning and rationale of Financial Econometric.	Book – 1	Chapter – 1	1	1
2	3	Methodology, types of data, steps involved in formulating econometric model	Book – 2	Chapter – 1	1	1
3	3	Functional Forms of Regression Models.	Book – 2	Chapter – 1	1	1
4	2	Estimation of the Two Variable and Multiple Regression Models with the Method of Ordinary Least Squares (OLS); BLUE Properties	Book – 2	Chapter – 1	--	1
5	4	Nature, Consequences, Detection & Remedial Measures for the problems of: Multicollinearity, Heteroscedasticity and Autocorrelation.	Book – 2	Chapter – 1	--	1
6	1	Specification Errors	Book – 1	Chapter – 2	--	1
7	3	Tests of Specification and Misspecification	Book – 1	Chapter – 2	--	1
8	2	Models and Criteria for Model Selection.	Book – 1	Chapter – 5	1	1
9	2	Dummy Variables: Introduction and Uses.				
10	3	Distributed Lag and Autoregressive Models:	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
11	3	Introduction and Nature of Distributed Lag (DL)	Book – 1 Book - 2	Chapter – 5 Chapter –	1	1

				7		
12	2	Auto Regressive (AR) Model.				1
13	3	Modeling volatility: Models for volatility,	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	1
14	2	ARCH	Book – 1 Book - 2	Chapter – 6 Chapter – 7		1
15	2	GARCH..	Book – 1 Book –2	Chapter – 5 Chapter – 7	1	1
16	3	Econometrics packages for modeling financial data	Book – 1 Book - 2	Chapter – 6 Chapter – 7	1	1
41	Lab Session	Use of Software's to solve various problems	--	--	--	--
Total	40				8	15



Central University of Himachal Pradesh

Course Name: Managerial Economics

Course Code: MSO- 413

Faculty Name: Dr. Sanjeev Gupta

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives:

The basic objective of this course is to make the students aware of the various economic issues that they are expected to face as managers at the corporate level and to equip them with the tools and techniques of economic analysis for improving their decision-making skills.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student will not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25%
 - Attendance 5%
 - Quiz 5%
 - Case study 5%
 - Presentation and problem solving 10%

Course Contents

UNIT - I Introduction

Nature, Scope and Significance of Managerial Economics, its Relationship with other Disciplines, Role of Managerial Economics in Decision Making, Decision Making under Risk and Uncertainty, Objective of Business Firms and Fundamental Concepts.

UNIT - II Demand Analysis

Demand Analysis; Law of Demand, Exceptions to the law of Demand, Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity; Uses of Elasticity of Demand for managerial decision making, measurement of Elasticity of Demand. Demand forecasting meaning, significance and methods.

UNIT - III Theory of Production and Cost

Managerial uses of Production Function, Short Run and Long Run Production Analysis, Isoquants, Optimal Combination of Inputs, Cost concepts, Traditional and Modern Theory of Cost in Short and Long Runs, Economies of Scale and Economies of Scope, Empirical Estimation of Cost Function and Break-Even Analysis.

UNIT - IV Market Structure

Market structure and Pricing decisions under under Perfect Competition, Monopoly, Monopolistic Competition and Oligopoly, Pricing Policies and Methods, Strategic Behaviour of Firms and Game Theory:- Nash Equilibrium, Prisoner's Dilemma – Price and Non-price Competition and pricing strategies and practices

UNIT - V Macroeconomic aspect of Managerial Economics

National Income; Concepts and various methods of its measurement, Inflation, types and causes, Business Cycle, Monetary and Fiscal Policy.

Prescribed Text Books:

1. DWIVEDI D.N. - **MANAGERIAL ECONOMICS (VIKAS PUBLICATION, 7TH EDITION)**
2. IVAN PNG, (2013), **MANAGERIAL ECONOMICS, ROUTLEDGE, TAYLOR AND FRANCIS GROUP PUBLICATION, FOURTH EDITION)**
3. Christopher R. Thomas & S. Charles Maurice (2006), **Managerial Economics, Tata McGraw Hill, New Delhi.**
4. Truett & Truett (2004). **Managerial Economics. John Wiley & Sons Inc.**
5. Chaturvedi, D.D. & Gupta S.L. (2003). **Managerial Economics: Text & Cases. Brijwasi Book Distributors and Publishers.**
6. Khan, Jain, (2010). **Management Accounting: Text, Problems and Cases. Tata Mc Graw Hill Education Pvt. Limited, India.**
7. Mathur Satish B. (2011). **Accounting For Management. Tata Mc Graw Hill Education Pvt. Limited, India.**

Suggested Extra Readings:

1. Salvatore, D. (2004). **Managerial Economics in a Global Economy. Irwin, Mc Graw-Hill.**
2. Dholakia, R.H. & Oza, A.N. (2003). **Micro Economics for Management Students. OUP, New Delhi.**
3. Keating Berry and Wilson, J H. (2003). **An Economic Foundation for Business Deciiion. Biztantra Publication, New Delhi.**
4. Gupta, G.S. (2004). **Managerial Economics: Micro Economic. McGraw Hill.**

Lesson plan-

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Nature, Scope and Significance of Managerial Economics	Book – 1	Chapter – 1	--	1
2	1	Relationship with other Disciplines	Book – 1	Chapter – 2	--	1
3	1	Role of Managerial Economics in Decision Making	Book – 2	Chapter – 2	1	1
4	1	Decision Making under Risk and Uncertainty	Book – 2	Chapter – 2	--	--
5	1	Objective of Business Firms and Fundamental Concepts.	c	Chapter – 3	--	1
6	1	Demand Analysis; Law of Demand. Exceptions to the law of Demand	Book – 2	Chapter – 1	--	1
7	1	Determinants of Demand. Elasticity of Demand- Price, Income, Cross and Advertising Elasticity	Book – 2	Chapter – 4	--	--
8	1	Uses of Elasticity of Demand for managerial decision making	Book – 1	Chapter – 5	--	--
9	1	measurement of Elasticity of Demand.	Book – 1	Chapter – 5	--	1
10	1	Demand forecasting meaning, significance and methods.	Book – 2	Chapter –4	1	--
11	1	Managerial uses of Production Function, Short Run and Long Run Production Analysis	Book – 2	Chapter –6	--	1
12	1	Isoquants, Optimal Combination of Inputs, Cost concepts	Book – 1 Book - 2	Chapter – 4 Chapter	--	1

				- 5		
13	1	Traditional and Modern Theory of Cost in Short and Long Runs	Book – 1 Book - 2	Chapter – 6 Chapter – 7	1	--
14	1	Economies of Scale and Economies of Scope, Empirical Estimation of Cost Function and Break-Even Analysis.	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	1
15	1	Market structure and Pricing decisions under Perfect Competition	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	--
16	1	Monopoly, Monopolistic Competition and Oligopoly, Pricing Policies and Methods, Strategic Behaviour of Firms and Game Theory	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
17	1	Nash Equilibrium, Prisoner's Dilemma – Price and Non-price Competition and pricing strategies and practices	Book – 1 Book – 2	Chapter – 5 Chapter – 7	--	--
18	1	National Income; Concepts and various methods of its measurement	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
19	1	Inflation, types and causes, Business Cycle,	Book – 1 Book – 2	Chapter – 5 Chapter – 9	1	--
20	1	Monetary and Fiscal Policy.	Book – 1	Chapter – 5	1	--
21	Lab Session	Use of Software's to solve various problems	--	--	--	--
Total	20				5	9

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

www.cuhimachal.ac.in

Course Code: MSO 601

Course Name: Business Research Methods

Faculty Name: Dr Sanjeev Gupta

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to understand basic concepts of Research.
- Enable the students to understand about data collection instruments, sampling and data preparation for analysis.
- Enable the students to understand the use of research techniques— where to use which technique and why

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

4. Mid Term Examination: 25%
 5. End Semester Examination: 50%
 6. Continuous Internal Assessment : 25%
- Class participation: 10%
 - Assignment: 15%

Course Contents

UNIT – I: Research Process, Problem, & Research Designs

(4 Hours)

- Research : Definition and Types
- Motivation in Research
- Research Process, Research Methods Vs. Research Methodology
- Criteria for good research, Problems for researcher in India
- Formulation of Research Problem
- Research Design, Parts of Research Design
- Different Research Design

UNIT – II: Sampling and Sampling Methods

(4 Hours)

- Sampling Design and its Steps
- Criteria of selecting a Sampling Procedure

- Characteristics of a good Sample Design
- Types of Sample Designs
- Sampling Process
- Random Sampling Methods
- Sampling and non-Sampling errors

UNIT – III: Data Collection Methods

(4 Hours)

- Primary Data Collection Methods
- Difference between Questionnaire and Schedules
- Sources of Secondary Data
- Secondary Data collection Methods
- Selection of appropriate method of data collection

UNIT – IV: Measurement, Scaling, Processing and Analysis of data

(4 Hours)

- Measurement in Research
- Errors in measurement
- Validity and Reliability in Measurement
- Scaling and important scaling techniques
- Fundamental Statistical Tools of analysis
- Basics of Chi-square test, Introduction to Parametric Tests

UNIT – V: Data preparation and reporting

(4 Hours)

- Data Processing-Coding, entering and entering the data in software
- Significance of Report Writing
- Type of Research Report
- Layout of Research Report

Prescribed Text Books:

1. Chawla D. & Sondhi N, , Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
2. Kothari CR, Research Methodology Method and techniques, New Age International Publishers, New Delhi.
3. Krishnaswamy K N; Sivakumar Appalyer & Mathirajan M, Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi.

Suggested Additional Readings:

1. Cooper, Donald R & Schindler, Pamela S (2010), Business Research Methods, 9th Edition, McGraw-Hill Companies, New Delhi
2. Chawla D. & Sondhi N, (2011), Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
3. Bajpai N., (2013), Business Research Methods, Fourth Impression, Dorling Kindersley (India) Pvt. Ltd of Pearsons Education, New Delhi.
4. Ramamurthy G.C., (2012), Research Methodology, Dreamtech Press, New Delhi.
5. Sachdeva JK (2009), Business Research Methodology, Himalyan Publishing House Pvt Ltd, New Delhi.

Lesson Plan

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Research : Definition and Types Motivation in Research	Book – 1	Chapter – 1	--	1
2	1	Research Process, Research Methods Vs. Research Methodology	Book – 2	Chapter – 1	--	1
3		Criteria for good research, Problems for researcher in India	Book – 2	Chapter – 1	--	
4	1	Formulation of Research Problem	Book – 2	Chapter – 1	1	1
5	2	Research Design, Parts of Research Design Different Research Design	Book – 2	Chapter – 1	--	--
6	1	Sampling Design and its Steps Criteria of selecting a Sampling Procedure	Book – 2	Chapter – 1	--	1
7	1	Characteristics of a good Sample Design	Book – 2	Chapter – 1	--	1
8	1	Types of Sample Designs Sampling Process	Book – 2	Chapter – 1	--	1
9	1	Random Sampling Methods Sampling and non-Sampling errors	Book – 1	Chapter – 2	--	--
10	1	Primary Data Collection Methods	Book – 1	Chapter – 2	--	1
11	1	Difference between Questionnaire and Schedules Sources of Secondary Data Secondary Data collection Methods	Book – 1	Chapter – 5	1	--

12	1	Selection of appropriate method of data collection	Book – 1	Chapter –5	1	--
13	1	Measurement in Research Errors in measurement Validity and Reliability in Measurement Scaling	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
14	1	important scaling techniques Fundamental Statistical Tools of analysis	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	--
15	1	Basics of Chi-square test	Book – 1 Book - 2	Chapter – 4 Chapter – 6	--	--
16	1	Introduction to Parametric Tests	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	1
17	1	Data Processing-Coding	Book – 1 Book - 2	Chapter – 6 Chapter – 7	1	--
18	1	entering and entering the data in software	Book – 1 Book –2	Chapter – 5 Chapter – 7	--	--
19	1	Significance of Report Writing	Book – 1 Book - 2	Chapter – 6 Chapter – 7	1	1
20	1	Type of Research Report Layout of Research Report	Book – 1 Book –2	Chapter – 5 Chapter – 9	1	--
21	Lab Session	Use of Software's to solve various problems	--	--	--	--

Total	20				8	9
--------------	-----------	--	--	--	----------	----------

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

www.cuhimachal.ac.in

Course Code: MSO 413

Course Name: Business Research Methods

Faculty Name: Dr Sanjeev Gupta

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to understand basic concepts of Research.
- Enable the students to understand about data collection instruments, sampling and data preparation for analysis.
- Enable the students to understand the use of research techniques– where to use which technique and why

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
 2. End Semester Examination: 50%
 3. Continuous Internal Assessment : 25%
- Class participation: 10%
 - Assignment: 15%

Course Contents

UNIT – I: Research Process, Problem, & Research Designs (4 Hours)

- Research : Definition and Types and Approaches
- Research Process
- Formulation of Research Problem
- Nature of Research Design, Formulation of Research Design
- Classification of Research Design

UNIT – II: Data Collection Methods (4 Hours)

- Sources of Secondary Data
- Secondary Data collection Methods
- Quantitative Methods of Data Collection

- Questionnaire Designing
 - Attitude Measurement
- UNIT – III: Measurement Design, Respondents Selection (4 Hours)**
- Types of Scaling
 - Validity and Reliability in Measurement
 - Sampling Design
 - Testing of Hypothesis
 - Data Preparation
- UNIT – IV: Primary Data Analysis and Interpretation-I (4 Hours)**
- Univariate Analysis of Data
 - Bivariate Analysis of Data
 - Analysis of Variance Techniques
- UNIT – V: Primary Data Analysis and Interpretation-II (4 Hours)**
- Use of SPSS in ANOVA and MANOVA
 - Non Parametric Tests (with SPSS)
 - Writing a Business Research Report

Prescribed Text Books:

1. Kothari CR(2006), Research Methodology Method and techniques, New Age International Publishers, New Delhi.
2. Krishnaswamy K N; SivakumarAppalyer&Mathirajan M (2006), Management Research Methodology: Integration of Principles, Methods and Techniques, Pearson, New Delhi.

Suggested Additional Readings:

1. Cooper, Donald R & Schindler, Pamela S (2010), Business Research Methods, 9th Edition, McGraw-Hill Companies, New Delhi
2. Chawla D. & Sondhi N, (2011), Research Methodology Concepts and Cases, Vikas Publishing House Pvt Ltd, New Delhi.
3. Bajpai N., (2013), Business Research Methods, Fourth Impression, Dorling Kindersley(India) Pvt. Ltd of Pearsons Education, New Delhi.
4. Ramamurthy G.C., (2012), Research Methodology, Dreamtech Press, New Delhi.
5. Sachdeva JK (2009), Business Research Methodology, Himalyan Publishing House Pvt Ltd, New Delhi.

Lesson Plan

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Research : Definition and Types and Approaches	Book – 1	Chapter – 1	1	1
2	1	Research Process Formulation of Research Problem	Book – 2	Chapter – 2	--	1
3	1	Nature of Research Design, Formulation of Research Design	Book – 2	Chapter – 1	1	1
4	1	Classification of Research Design	Book – 1	Chapter – 2	--	1
5	1	Sources of Secondary Data	Book – 2	Chapter – 1	--	1
6	1	Secondary Data collection Methods	Book – 2	Chapter – 3	1	--
7	1	Quantitative Methods of Data Collection	Book – 1	Chapter – 4	1	1
8	1	Questionnaire Designing	Book – 1	Chapter –5	1	--
9	1	Attitude Measurement	Book – 1	Chapter –7	--	
10	1	Types of Scaling	Book – 1 Book – 2	Chapter – 5 Chapter – 6	--	1
11	1	Validity and Reliability in Measurement	Book – 1 Book - 2	Chapter – 4 Chapter –	1	--

				6		
12	1	Sampling Design	Book – 1 Book - 2	Chapter – 4 Chapter – 6	--	--
13	1	Testing of Hypothesis	Book – 1 Book - 2	Chapter – 5 Chapter – 8	--	1
14	1	Data Preparation	Book – 1 Book - 2	Chapter – 4 Chapter – 7	--	--
15	1	Univariate Analysis of Data	Book – 1 Book –2	Chapter – 5 Chapter – 7	--	--
16	1	Bivariate Analysis of Data	Book – 1 Book - 2	Chapter – 6 Chapter – 7	--	--
17	1	Analysis of Variance Techniques	Book – 1 Book –2	Chapter – 5 Chapter – 9	1	1
18	1	Use of SPSS in ANOVA and MANOVA	Book – 1	Chapter – 5	1	--
19	1	Non Parametric Tests (with SPSS) Writing a Business Research Report	Book – 1 Book - 2	Chapter – 7 Chapter – 8	--	--
20	1	Writing a Business Research Report	Book – 1	Chapter – 9	1	1
21	Lab Session	Use of Software’s to solve various problems	--	--	--	--
Total	20				9	10

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[Established under the Central Universities Act 2009]

PO Box: 21, Dharamshala, District Kangra - 176215 (HP)

www.cuhimachal.ac.in

Course Code: MSO 601

Course Name: Research Methodology for Business

Faculty Name: Dr. Sanjeev Gupta

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives:

- Familiarize students the basic concepts of Applications of Research in Business.
- Understand different strategies and models for Primary and Secondary data based research.
- Understand the applicability of different models in Various function areas of Management
- Train the students with various statistical software's like SPSS, STATISTICA and MS-EXCEL.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Counseling, Activities and Tutorials (CAT): 25%
 - iv. Class Participation: 5%
 - v. Assignment: 5%
 - vi. Analysis of various research papers: 5%
 - vii. Presentation : 5%
 - viii. Library Work: 5%

Course Contents:

UNIT – I: Research: Nature & Concept

- Nature of Scientific Methods and its Application to Management
- Applications of research in Finance, HRM, Marketing, Operations Management and Entrepreneurship etc.

UNIT – II: Research Process and Sampling

- Steps in the Process of Research - Problem Selection, Formulation and Planning
- Problem formulation: Identification Probable Issue for Research, Selection Specific Research Issue, Formulation of Objectives, Clarifying the Objectives.
- Probability Sampling: Simple Random Sampling, Proportionate and Disproportionate Stratified Random Sampling, Cluster Sampling.
- Non-Probability Sampling: Accidental Sampling, Quota Sampling, Purposive Sampling, Snowball Sampling.

UNIT – III: Hypotheses, Methods and Tools of Data Collection

- Hypotheses: Nature, Characteristics, Sources & Types
- Statistical Inference: Point and interval estimates, Parametric and Non Parametric Tests
- Tools of Data Collection: Primary & Secondary, Observation, Interview Schedule, Questionnaire, Types and Formats.
- Secondary data sources

UNIT – IV: Research Designs

- Research Design: Concept and Types
- How to write effective research paper
- Factors to keep in mind while writing research methodology part in a research paper

UNIT – V: Statistical Analysis

- Graphic and Diagrammatic Presentation, Descriptive Statistics and Inferential Statistics
- Regression: Simple, Multiple, Logistics and Ordinal and violation of assumptions, their diagnostic testing and remedial measures.
- Factor Analysis, conjoint Analysis, Discriminant analysis and Confirmatory Factor Analysis.

Prescribed Text Books:

1. David J. Luck and Ronald S. Ruben- Marketing Research 1987, 7th ed. Prentice Hall of India.
2. Kumar, Ranjeet 2- Research Methodology: a step-by-step guide for beginners 2011, New Delhi, Sage Publications India Pvt Ltd.
3. [Naresh K. Malhotra](#), Marketing Research: An Applied Orientation (6th Edition). [Pearson Education](#).

Suggested Extra Readings:

1. Bhandarkar, P.L., & Wilkinson, T. S. Methodology and Techniques of Social Research, 2009. Bombay: Himalaya.
2. Laldas, D. K. Practice of Social Research, 2004. Jaipur: Rawat.
3. Donald R. Cooper, Pamela S. Schindler, Business Research Methods, 8/e, 2006. Tata McGraw-Hill Co.Ltd.,
4. Montgomery, Douglas C., 5/e, Design and Analysis of Experiments, 2007. Wiley India.
5. Saunders- Research Methods for Business Students. Pearson Education, 3rd edition.
6. Holstein, J. A., & Gubrium, J. F. Inside interviewing: New lenses, new concerns. Thousand

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	2	Nature of Scientific Methods and its Application to Management	Book – 1	Chapter – 1	--	1
2	1	Applications of research in Finance, HRM, Marketing, Operations Management and Entrepreneurship etc.	Book – 2	Chapter – 2	--	1
3	2	Steps in the Process of Research - Problem Selection, Formulation and Planning	Book – 2	Chapter – 3	1	1
	1	Problem formulation: Identification Probable Issue for Research				
4	2	Selection Specific Research Issue, Formulation of Objectives, Clarifying the Objectives.	Book – 2	Chapter – 6	--	1
5	1	Probability Sampling: Simple Random Sampling,	Book – 2	Chapter – 4	--	1
6	1	Proportionate and Disproportionate Stratified Random Sampling, Cluster Sampling.	Book – 1	Chapter – 2	--	--
7	1	Non-Probability Sampling: Accidental Sampling, Quota Sampling, Purposive Sampling, Snowball Sampling.	Book – 1	Chapter – 2	--	1

8	2	Hypotheses: Nature, Characteristics, Sources & Types	Book – 1	Chapter – 5	1	--
9	1	Statistical Inference: Point and interval estimates,				
10	2	Parametric and Non Parametric Tests	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
11	2	Tools of Data Collection: Primary & Secondary	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	--
12	1	Observation, Interview Schedule, Questionnaire,				
13	1	Types and Formats. Secondary data sources	Book – 1 Book - 2	Chapter – 4 Chapter – 6	--	--
15	2	How to write effective research paper	Book – 1 Book –2	Chapter – 4 Chapter – 7	--	--
16	2	Factors to keep in mind while writing research methodology part in a research paper	Book – 1 Book - 2	Chapter – 6 Chapter – 7		
17	2	Graphic and Diagrammatic Presentation	Book – 1 Book –2	Chapter – 5 Chapter – 9	1	--

18	2	Descriptive Statistics and Inferential Statistics	Book – 1	Chapter – 5	1	--
19	1	Regression: Simple,	Book – 1 Book - 2	Chapter – 7 Chapter – 8		
20	2	Multiple, Logistics	Book – 1	Chapter – 10	--	1
21	2	Ordinal and violation of assumptions,	Book – 1 Book – 2	Chapter – 11 Chapter – 11	1	--
22	2	diagnostic testing and remedial measures.	Book – 1	Chapter – 14	--	--
23	2	Factor Analysis, conjoint Analysis,	Book-2	Chapter – 16		
24	1	Discriminant analysis	Book – 1	Chapter – 16	--	
25	2	Confirmatory Factor Analysis.	Book – 1	Chapter – 15	1	--
25	Lab Session	Use of Software's to solve various problems	--	--	--	--
Total	40				9	15



CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[Established under the Central Universities Act 2009]

PO Box: 21, Dharamshala, District Kangra - 176215 (HP)

www.cuhimachal.ac.in

Course Code: POM 401

Course Name: Operations Management

Faculty Name: Dr Sanjeev Gupta

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to understand basic concepts of Operations Management.
- Acquaint the students about Production and Operations functions.
- Enable the students to understand the decision making relating to Operations and Productivity of an organization.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
 - Class participation: 5%
 - Presentations: 5%
 - Assignment: 5%
 - Case studies and case lets: 10%

Course Contents:

UNIT – I: Introduction to Operations Management

(3 Hours)

- Nature and Scope of Production and Operations Management
- Role of Operations Management
- Operations in Global Environment

UNIT – II: Designing Operations**(5 Hours)**

- Product Design and Analysis
- Make or Buy Decision
- Managing Quality

UNIT – III: Location and Layout**(4 Hours)**

- Layout Strategies
- Location Strategies

UNIT – IV: Forecasting and Requirement Planning**(4 Hours)**

- Material Requirement Planning
- JIT
- New Research in understanding Demand
- Demand Forecasting

UNIT – V: Managing Inventory and Work**(4 Hours)**

- Work Study and Measurement
- Inventory Management
- Productivity and Efficiency
- Application of Operations Management in Industry
- Case studies
- Use of Software's to solve various problems

Prescribed Text Books:

1. Heizer, Jay; Render, Barry and Rajashekhar, Jagadeesh (2011). **Operations Management**, (9th ed.), Pearson: New Delhi.
2. Roy, Ram Naresh (2005). **A Modern Approach to Operations Management**, New Age International Ltd., New Delhi.

Suggested Readings

1. Aswathappa, K. and Bhat, K.S. (2012). **Production and Operations Management**, HPH: New Delhi.
2. Chary, S. N.,(2002), **Production and Operations Management**, Tata McGraw-Hill: New Delhi
3. Chase, Richard B.; Jacobs, F. Robert and Aquilano, Nicholas J. (2006). **Operations Management for Competitive Advantage**, McGraw-Hill/Irwin: New York.
4. E.V. Adam and R. J. Ebert, (1998), **Production and Operations Management**, Prentice Hall of India: New Delhi
5. Gore, Amol; & Panizzolo, Roberte (2012). **Operations Management**, Cengage: Delhi.
6. Lee, S.M. (et al) (1989), **Operations Management**, Wm. C.Publishers: Iowa
7. Monks, J. (1987), **Operations Management**, Irwin McGraw – Hill: New York
8. Morton, Thomas E. (2003). **Production Operations Management**, Thomson South Western in collaboration with Vikas Publishing House: New Delhi
9. Panneerselvam, R. (2002). **Productions and Operations Management**, Eastern Economy Edition, Prentice Hall of India: New Delhi.
10. Rusesell and Taylor (2012) **Operations Management**, Wiley India: Delhi

Note: Approximately 30 percent of question paper in Mid and End Term will be based on Case Studies as well as Caselets

Lecture Plan

S. No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Study	Presentation
1.	1	Nature and Scope of Production and Operations Management	Book – 1 Book – 2	Chapter – 1 Chapter – 1	--	1
2.	1	Role of Operations Management	Book – 1	Chapter – 1	--	1
3.	1	Operations in Global Environment	Book – 1	Chapter – 2	--	1
4.	1	Product Design and Analysis	Book – 1	Chapter – 4	--	1
5.	1	House of Quality, Issues in Product Design	Book – 1	Chapter – 4	--	1
6.	2	Quality, Cost of Quality, International Quality Standards	Book – 2 Book – 1	Chapter – 10,11 Chapter – 5	--	1
7.	1	Total Quality Management, Six Sigma	Book – 2 Book – 1	Chapter – 10,11 Chapter – 5	--	1
8.	1	Strategic Importance of Layout Strategies	Book – 2 Book – 1	Chapter – 3 Chapter – 8	1	1
9	1	Types of Layouts	Book – 2 Book – 1	Chapter – 3 Chapter – 8	1	--
10	1	Strategic Importance of Location Strategies, Factors that affect	Book – 2 Book – 1	Chapter – 2 Chapter – 7	--	--

		Layout				
11	1	Methods of Evaluating Location Alternatives	Book – 2 Book – 1	Chapter – 2 Chapter – 7	--	--
12	1	Material Requirement Planning Structure	Book – 2 Book – 1	Chapter – 7 Chapter – 13	--	--
13	1	JIT	Book – 2 Book – 1	Chapter – 8 Chapter – 15	1	1
14	1	Forecasting – Strategic Importance	Book – 1	Chapter – 3	--	1
15	1	Forecasting Methods	Book – 1	Chapter – 3	1	
16	1	Human Resource and Job Design	Book – 1	Chapter – 9	--	1
17	1	Work Study and Measurement	Book – 1	Chapter – 9	1	--
18	1	Inventory Management	Book – 2 Book – 1	Chapter – 6 Chapter – 11	1	--
19	1	Productivity and Efficiency	Book – 1	Chapter – 1	1	1
Total	20				7	12



CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[Established under the Central Universities Act 2009]

PO Box: 21, Dharamshala, District Kangra - 176215 (HP)

www.cuhimachal.ac.in

Course Code: MSO 408

Course Name: Operations Research

Faculty Name: Dr Sanjeev Gupta

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: The course is designed to:

- Enable the students to understand basic concepts of Management Science/Operation Research.
- Acquaint the students about tools used in Management Science for Decision Making.
- Enable the students to understand the application of Management Science in decision making process related to activity of an organization.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in the examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Semester Examination: 50%
3. Continuous Internal Assessment : 25%
 - Class participation: 5%
 - Presentations: 5%
 - Assignment: 5%
 - Case studies and case lets: 10%

Course Contents:

UNIT – I: Introduction to Management Science

(5 Hour)

- Operations Research: Definition & Characteristics
- The tools of Operations Research
- Operations Research Models
- The management science process
- Managerial problems
- Managerial decision making

UNIT – II: Linear programming**(4 Hour)**

- Meaning of linear programming and Basic concepts
- Graphic solution
- Simple method
- Applications of Linear programming
- Limitations of linear programming

UNIT – III: Transportation and Assignment**(5 Hours)**

- Transportation problem
- Transshipment problem
- Unbalance transportation problem
- Assignment Problem
- Travelling sales man problem

UNIT – IV: Decision making in Management Science**(4 Hours)**

- Decision making under risk
- Decision making under uncertainty
- Decision making under certainty
- Decision making under conflict
- Decision tree

UNIT – V: Markov Chains, Simulation and Applications of Management Science (2 Hours)

- Markov Chains
- Simulation
- Application of Management Science/Operations Research in Industry
- Case studies
- Use of Software's to solve various problems

Prescribed Text Books:

1. Vohra, N.D. (2007). **Quantitative Techniques in Management (4th ed.)**, Tata McGraw-Hill: New Delhi
2. Anderson, David R.; Sweeney, Dennis J. and Williams Thomas A. (2006). **An Introduction to management Science: Quantitative Approaches to Decision Making (11th ed.)**, Cengage Learning: New Delhi.

Suggested Readings

1. Albright, S. Christian and Winston, Wayne L. (2012). **Management Science Modeling (4th ed.)**, Cengage Learning: Delhi.
2. Baumol, W. J. (2000). **Economic Theory and Operations Analysis**, PHI: New Delhi
3. Hiller, F.S. and G. J. Liberman (2001), **Introduction to Operations Research (7th ed.)**, Tata McGraw-Hill: New Delhi
4. Grayson, C.G. (1973). "Management Science and Business Practice"; Harvard Business Review, Vol.51. Pp.41-48.
5. Hira, D.S. and P.K Gupta (1996). **Operations Research**, S. Chand & Co.: New Delhi.
6. Lee, S. M.(et.al) (1989). **Management Science**, Wm.C.Publishers: Iowa.
7. Murthy, P Rama (2007). **Operations Research (2nd edition)**, New Age: New Delhi

8. Panneerselvam, R. (2002). **Operations Research**, Prentice Hall of India: New Delhi
9. Swarup, Kanti, Gupta, P.K and Manmohan (2012). **An Introduction to Management Science: Operations Research**, Sultan Chand & Sons: New Delhi.
10. Taha, H.A. (1992), **Operations Research**, Prentice Hall of India: New Delhi
11. Taylor III, Bernard W. (2007). **Introduction to Management Science, (9th ed.)**, Prentice Hall
12. Tulsian, P. C. and Pandey, Vishal (2012). **Quantitative Techniques: Theory and Problems**, Pearson: Delhi.

Note: Approximately 30 percent of question paper in Mid and End Term will be based on Case Studies as well as Caselets

Lecture Plan

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1.	1	Management Science: Definition & Characteristics	Book – 2	Chapter – 1	--	1
2.	1	The tools of management science	Book – 2	Chapter – 1	--	1
3.	1	The management science process	Book – 2	Chapter – 1	--	1
4.	1	Managerial problems	Book – 2	Chapter – 1	--	1
5.	1	Managerial decision making	Book – 2	Chapter – 1	--	1
6.	1	Meaning of linear programming and Basic concepts	Book – 1	Chapter – 2	--	--
7.	1	Graphic solution	Book – 1	Chapter – 2	--	1
8.	1	Simplex method	Book – 1	Chapter – 5	1	--
9.	1	Applications of Linear programming	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
10.	1	Transportation problem	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	--
11.	1	Transshipment problem	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	--

12.	1	Unbalance transportation problem	Book – 1 Book –2	Chapter – 5 Chapter – 7	--	--
13.	1	Travelling salesman problem	Book – 1 Book –2	Chapter – 5 Chapter – 7	1	--
14.	1	Assignment Problem	Book – 1	Chapter – 5	1	--
15.	1	Decision making under risk	Book – 1	Chapter – 13	--	1
16.	1	Decision making under uncertainty and Decision making under certainty	Book – 1 Book – 2	Chapter – 13 Chapter – 14	--	--
17.	1	Decision making under conflict	Book – 1	Chapter – 13	--	--
18.	1	Decision tree	Book – 1	Chapter – 13	--	1
19.	1	Markov Chains	Book – 1	Chapter – 14	1	--
20.	1	Simulation	Book – 1	Chapter – 17	1	--
21.	Lab Session	Application of Management Science in Industry	Journals	Research Papers	--	--
22.	Lab Session	Use of Software's to solve various problems	--	--	--	--
Total	20				6	9



Central University of Himachal Pradesh

(Established under Central Universities Act 2009)

PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA – 176215,
HIMACHAL PRADESH

www.cuhimachal.ac.in; Phone: 01892 237285-2237289, 229330; Fax: 01892 237286

Course Code: MSO 601

Course Name: Research Methods for Business

Faculty Name: DrSanjeev Gupta

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organized classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives: on completion of the course, the students will be able to:

- Describe meaning, scope and need of research.
- Understand the key applications of of research.
- To acquaint the various research tools used in different functional areas of Management.
- Use data for analysis and interpretation.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment: 25% i.e. 25 marks out of 100
 - Seminar: 10 marks
 - Assignments: 15 marks

UNIT I: BASICS OF RESEARCH METHODOLOGY

Fundamentals of research, problem identification and formulation, review of literature, research design and methods, writing research proposals, ethical's issues about research, collection of data, analysis and interpretation of data and outliers.

Presentation of data, funding for research, dissemination of research.

UNIT II: RESEARCH METHORDS

Classification of research, pure and applied research, exploratory research, descriptive research, action research, experimental research, historical research, surveys, case studies, field study, research planning, sampling.

UNIT III: TOOLS AND TECHNIQUES-I

Review of Measure of Central Tendency, dispersion, relative dispersion, skewness and kurtosis, Moments, Concept of Regression, Principles of least squares, Rank correlation – Spearman's and Kendall's measures.

Logistic regression, Non-linear regression, one way and two way ANOVA, GLM.

UNIT IV: TOOLS AND TECHNIQUES-II

R-square, adjusted R-square, normality plots, multiple regression and its assumptions, multicollinearity, heteroscedasticity, autocorrelation, Factor Analysis, Introduction to Confirmatory Factor Analysis, Conjoint Analysis.

UNIT V: APPLICATIONS

Applications in Marketing, HRM, Capital Market, Foreign Exchange Market and Business Policy. Data analysis by using demo version of SPSS Eviews, Gretl, MS- Excel and its implication in business and industry.

Suggested Readings:

1. Tukey J.W. (1977): Exploratory Data Analysis, Addison-Wesley Publishing Co
2. Goon A. M., Gupta M. K., Dasgupta B. (2001): Fundamentals of Statistics (V-2), World Press
3. Murthy M.N. (1977): Sampling Theory and Methods, Statistical Pub. Soc., Calcutta
4. Mood A.M., Graybill F. & Boes D.C. (1974): An Introduction to the Theory of Statistics (3rd ed), McGraw Hill
5. Rustagi R.P. (1999) Financial Management, 4th Revised Edition, Taxmann's Publications (P.) Ltd
6. Prasanna Chandra (2010) Fundamentals of Financial Management, 5th Edition, Tata McGraw Hill, New Delhi.
7. Pandey I M (2010) Financial Management, 10th Edition, Vikas Publishing House, New Delhi.
8. Vuytatesh S. (2010) Fundamentals of Financial Management, 2nd Edition, Pearson, New Delhi.
9. Amarchand, D. and Jayraj, B. J. 1992. Organization Culture and Effectiveness, Global Business Press, New Delhi.
10. Brislin, R.W, Lonner, W. and Thorndike, R.M., 1973, Cross Cultural Research Methods, John Wiley and Sons, New York.
11. Bryman, A. 2001. Social Research Methods, Oxford University Press, New York.
12. Cameron, K.S. and Whetten, D.A. 1983. Organizational Effectiveness: A Comparison of Multiple Models, Academic Press, New York.
13. George P. Huber and Andrew H. Van de Ven, 1995, Longitudinal field research methods: Studying Processes Of Organizational Change, Sage Publications India Pvt. Ltd., New Delhi

14. Steven G. Rogelberg, 2004, Handbook of Research Methods in Industrial and Organizational Psychology, Blackwell Publishing Ltd., UK.
15. Valerie Anderson, 2004, Research Methods in Human Resource Management, CIPD, London.
16. Y. Pal, P.P. Arya, and Y. Pal, 2005, Research Methodology in Management, Deep & Deep Publications, New Delhi.
17. Boyd, W., Harper Westfall, Ralph Stasch F. Stanley, Marketing Research Latest Edition, McGraw-Hill, New Delhi.
18. Shiu Eric, Hair Jr., Joseph, Bush Robert, Ortinau David.(2014) Marketing Research ,Tata McGraw Hill, New Delhi.
19. Chisnall Peter (2010) Marketing Research, Tata McGraw Hill, New Delhi.
20. Malhotra K. Naresh (2014), Marketing Research: An Applied Orientation, 6th Edition, Pearson Education.
21. David (2014), Strategic Management: Concept and Cases, 12th Edition, Phi Learning Pvt Ltd.

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	2	Fundamentals of research, problem identification and formulation	Book – 1	Chapter – 1	--	1
2	1	Review of literature	Book – 2	Chapter – 1	--	1
3	2	Research design and methods	Book – 2	Chapter – 1	1	1
4	1	Writing research proposals	Book – 2	Chapter – 1	--	1
5	2	Ethical's issues about research	Book – 2	Chapter – 1	--	1
6	1	Research collection of data	Book – 1	Chapter – 2	--	--
7	2	Analysis and interpretation of data and outliers.	Book – 1	Chapter – 2	--	1
8	1	Presentation of data, funding for research, dissemination of	Book – 1	Chapter – 5	1	1

		research				
9	1	Classification of research				1
10	2	Pure and applied research, exploratory research, descriptive research, action research, experimental research, historical research,	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
11	1	Surveys, case studies, field study, research planning, sampling.	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	1
12	1	Review of Measure of Central Tendency				1
13		dispersion, relative dispersion	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	1
14	1	Skewness and kurtosis, Moments	Book – 1 Book - 2	Chapter – 6 Chapter – 7		
15	1	Concept of Regression	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	--
16	1	Principles of least squares	Book – 1 Book - 2	Chapter – 6 Chapter – 7		
17	2	Rank correlation – Spearman’s and Kendall’s measures.	Book – 1 Book - 2	Chapter – 5 Chapter – 9	1	--
18	2	Logistic regression, Non-linear regression, one way and two way ANOVA, GLM.	Book – 1	Chapter – 5	1	--
19	2	R-square, adjusted R-square	Book – 1 Book - 2	Chapter – 7 Chapter – 8	1	

20	2	Normality plots, multiple regression and its assumptions,	Book – 2	Chapter – 3	1	1
21	2	Multicollinearity, heteroscedasticity, autocorrelation	Book – 2	Chapter – 4		
22	1	Factor Analysis,	Book – 1	Chapter – 6		
23	2	Introduction to Confirmatory Factor Analysis	Book – 1	Chapter – 7	--	1
24	1	Conjoint Analysis.	Book – 1	Chapter – 6		
25	2	Applications in Marketing HRM, Capital Market, Foreign Exchange Market and Business Policy.	Book – 1	Chapter – 6		
26	2	Data analysis by using demo version of SPSS	Practical work			1
27	2	Eviews, Gretl, MS-Excel and its implication in business and industry.	Practical work			1
28	Lab Session	Use of Software's to solve various problems	--	--	--	--
Total	40				7	16

CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

www.cuhimachal.ac.in

Course Code: SAS 403

Course Name: Business Statistics

Faculty Name: DrSanjeev Gupta

Credits Equivalent: 2 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objective:

After completing this course the students will:

- Learn to understand the main features of traditional and modern statistics.
- Learn to use various statistical techniques for Decision Making.

Attendance Requirement:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

1. Mid Term Examination: 25%
2. End Term Examination: 50%
3. Continuous Internal Assessment : 25%
 - Subjective Assignment: 10%
 - Problem solving : 5%
 - Practical / Library Work: 10%

Course Contents:

UNIT I: Introduction to Statistics

(3 hours)

- Meaning, Nature and Need of Statistics
- Collection of data
- Primary and Secondary Data
- Classification and Tabulation of Data
- Presentation of Data

UNIT II: Measures of Central Tendency, Dispersion and Symmetry (5 hours)

- Measures of Central Tendency, Arithmetic Mean
- Median
- Mode
- Quartiles, Percentiles
- Measures of Dispersion, Range, Mean Deviation , Standard Deviation

UNIT III: Correlation and Regression

(4 hours)

- Measurement of Correlation
- Karl Pearson's Coefficient of Correlation
- Rank Coefficient of Correlation
- Regression lines
- Determination of Regression lines and Regression Coefficients

UNIT IV: Index Number

(4 hours)

- Use of Index Numbers
- Kinds of Index Numbers
- Price Index Number, Quantity Index Number
- Methods of Constructing Index Numbers

UNIT V: Theory of Probability and Theoretical Distribution

(4 hours)

- Basic concepts of probability, Laws of Probability
- Addition Law, Multiplication Law
- Conditional Probability
- Bayes Theorem

Prescribed Text Books:

1. Gupta SC (2012). Fundamentals of Statistics. Himalaya Publishing House, New Delhi.
2. Richard I. Levin (2012). Statistics for Managers, Pearson, New Delhi.

Supplementary Reading

1. Gupta, Kapoor (2010). Fundamentals of Mathematical Statistics. Sultan Chand and Sons.
2. Arora, Managerial Statistics (2010). S.Chand Publications.
3. Bajpai Naval (2010). Business Statistics. Pearson India Ltd.
4. Jain, Aggarwal, Trehan, Ohri, Business Statistics, VK Publications, New Delhi
5. Levine, Stephan, Krehbiel, Berenson (2012). Statistics for Managers. Prentice Hall of India.

Lesson plan

S.No.	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	1	Meaning, Nature statistics	Book – 1	Chapter – 1	--	1
2	1	Need of Statistics	Book – 2	Chapter – 1	--	1
3	1	Collection of data Primary and Secondary Data	Book – 2	Chapter – 1	1	1
4	1	Classification	Book – 2	Chapter – 1	--	1
5	1	Tabulation of Data	Book – 2	Chapter – 1	--	1
6	1	Presentation of Data	Book – 1	Chapter – 2	--	--
7	1	Measures of Central Tendency	Book – 1	Chapter – 2	--	1
8	1	Arithmetic Mean Median Mode	Book – 1	Chapter – 5	1	--
9	1	Quartiles, Percentiles				
10	1	Measures of Dispersion	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
11	1	Range, Mean Deviation	Book – 1 Book - 2	Chapter – 5 Chapter – 7	1	--

12	1	Standard Deviation				
13	1	Measurement of Correlation	Book – 1 Book - 2	Chapter – 5 Chapter – 7	--	--
14	1	Karl Pearson’s Coefficient of Correlation, Rank Coefficient of Correlation	Book – 1 Book - 2	Chapter – 6 Chapter – 7		
15	1	Regression lines Determination of Regression lines and Regression Coefficients	Book – 1 Book – 2	Chapter – 5 Chapter – 7	--	--
16	1	Use of Index Numbers Kinds of Index Numbers	Book – 1 Book - 2	Chapter – 6 Chapter – 7		
17	1	Price Index Number, Quantity Index Number Methods of Constructing Index Numbers	Book – 1 Book – 2	Chapter – 5 Chapter – 9	1	--
18	1	Basic concepts of probability, Laws of Probability	Book – 1	Chapter – 5	1	--
19	1	Addition Law, Multiplication Law	Book – 1 Book - 2	Chapter – 7 Chapter – 6	1	
20	1	Conditional Probability Bayes Theorem	Book – 1	Chapter – 11	1	1

21	Lab Session	Use of Software's to solve various problems	--	--	--	--
Total	20				7	8

CENTRAL UNIVERSITY OF HIMACHAL PRADESH
HPKV Business School, SCMS



Course Code: ECN 460

Course Name: Managerial Economics

Instructor: Prof. Sanjeev Gupta

Participants: MBA

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity/contact hours; 5 hours of laboratory work / practical / fieldwork / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/group work; obligatory/ optional work placement; literature survey/ library work; data collection/ fieldwork; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives:

The basic objective of this course is to make the students aware of the various economic issues that they are expected to face as managers at the corporate level and to equip them with the tools and techniques of economic analysis for improving their decision-making skills.

Evaluation Criteria:

1. Mid Term Examination: **20%**
 2. End Term Examination: **60%**
 3. Continuous Internal Assessment: **20%**
- (Attendance 5%, Quiz 5%, Case study 5% & Presentation and problem solving 10%)

SYLLABUS

Unit	Contents	Hours
I	Basics of Managerial Economics <ul style="list-style-type: none">• The Nature and Scope of Managerial Economics• Optimization Techniques and New Management Tools	5
II	Demand Analysis <ul style="list-style-type: none">• Demand Theory• Demand Estimation• Demand Forecasting	10

III	Production and Cost Analysis <ul style="list-style-type: none">• Production Theory and Estimation• Cost Theory and Estimation	10
------------	---	-----------

IV	Market Structures <ul style="list-style-type: none"> • Perfect Competition, Monopoly, Monopolistic Competition, and Oligopoly 	10
V	Pricing Practices and Emerging trends in Managerial Economics <ul style="list-style-type: none"> • Pricing Practices • Emerging trends in Managerial Economics during COVID-19 Era 	5

Detailed Course Contents

Unit – 1

The Nature and Scope of Managerial Economics- Scope of ME, The Basic process of decision making, the theory of the firm, the nature and function of profits, Business Ethics, International framework of ME, ME and the internet.

Optimization Techniques and New Management Tools- Methods of expressing economic relationships, Total, Average and Marginal Relationships, optimisation analysis, Constrained optimisation, New and other management tools for optimisation, new management tools and functional specialisation.

Unit – 2

Demand Theory- The demand for a commodity, price elasticity of demand, Income elasticity of demand, cross-price elasticity of demand, using elasticity in managerial decision making, international convergence of taste, electronic commerce **Demand Estimation-** The identification problem, Marketing research approaches to demand estimation, introduction to regression analysis, simple regression analysis, multiple regression analysis, problem in regression analysis, demand estimation by regression analysis. **Demand Forecasting-** Qualitative forecasts, time-series analysis, smoothing techniques, barometric methods, econometric methods, input-output forecasting.

Unit – 3

Production Theory and Estimation- The organisation of production and the production function, the production function with one variable input, optimal use of the variable input,

the production function with two variables, optimal combination of inputs, return to scale, empirical production function, the innovation process, innovation and global competitiveness. **Cost Theory and Estimation-** The nature of costs, short-run cost functions, long-run cost curves, plant size and economies of scale, learning curves, minimising cost internationally- the new economies of scale, logistics of supply chain management, cost-volume-profit analysis and operating leverage, empirical estimation of cost functions.

Unit – 4

Market Structure: Perfect Competition, Monopoly, and Monopolistic Competition-

Market structure and degree of competition, perfect competition, competition in the global economy, monopoly, monopolistic competition.

Oligopoly - Oligopoly and market concentration, oligopoly models, profitability and efficiency implications of oligopoly, the sales maximisation model, the march of global oligopolists.

Unit – 5

Pricing Practices- Pricing of multiple products, price discrimination, international price discrimination and dumping, transfer pricing, pricing in practice.

Emerging trends in Managerial Economics- Emerging trends in Managerial Economics during COVID-19.

Prescribed Text Books:

1. **Salvatore, D. (2015). Managerial Economics: Principles and Worldwide Applications, Oxford University Press, New Delhi.**
2. Christopher R. Thomas & S. Charles Maurice (latest edition), Managerial Economics, Tata McGraw Hill, New Delhi.
3. Jain TR and Khanna OP (2016), V K Publication, New Delhi
4. Ahuja H.L. (2012), Managerial Economics, S. Chand Publishing House, New Delhi
5. Truett & Truett (2004). Managerial Economics. John Wiley & Sons Inc.
6. Chaturvedi, D.D. & Gupta S.L. (2003). Managerial Economics: Text & Cases. Brijwasi Book Distributors and Publishers.

Suggested Extra Readings:

1. Ivan Png, (2013), Managerial Economics, Routledge, Taylor and Francis Group Publication, Fourth Edition.

2. Yogesh Maheswari (2012), Managerial Economics, PHI Learning, New Delhi.
3. Dholakia, R.H. & Oza, A.N. (2003). Micro Economics for Management Students. OUP, New Delhi.
4. Gupta, G.S. (2004). Managerial Economics, McGraw Hill, New Delhi.



S.No	Lectures	Topics	Prescribed Text Book	Chapters	Case Studies	Presentations
1	2	Scope of ME, The Basic process of decision making, the theory of the firm, the nature and function of profits.	Book – 1	Chapter – 1	--	1
2	1	Business Ethics, International framework of ME, ME and the internet.	Book – 2	Chapter – 1	--	1
3	2	Methods of expressing economic relationships, Total, Average and Marginal Relationships	Book – 2	Chapter – 2		1
4	2	Optimisation analysis, Constrained optimisation, New and other management tools for optimization.	Book – 2	Chapter – 1	--	1
5	Lecture-3	The demand for a commodity, price elasticity of demand, Income elasticity of demand, cross-price elasticity of demand, using elasticity in managerial decision making	Book – 2	Chapter – 2	--	1
6	1	International convergence of taste, electronic commerce	Book – 1	Chapter – 1	--	--

7	2	Demand Estimation- The identification problem, Marketing research approaches to demand estimation	Book – 1	Chapter – 3	--	1
8	1	Regression analysis, simple regression analysis	Book – 1	Chapter – 5	1	--
9	2	Multiple regression analysis				
10	1	Problem in regression analysis	Book – 1 Book - 2	Chapter – 4 Chapter – 4	--	1
11	1	Demand estimation by regression analysis	Book – 1 Book - 2	Chapter – 6 Chapter – 5	1	--
12	2	The organisation of production and the production function, the production function with one variable input, optimal use of the variable input	Book – 1 Book - 2	Chapter – 8 Chapter – 8		
13	3	The production function with two variables, optimal combination of inputs, return to scale, empirical production function, the innovation process, innovation and global competitiveness.	Book – 1 Book - 2	Chapter – 8 Chapter – 7	--	--
14	2	The nature of costs, short-run cost functions, long-run cost curves	Book – 1 Book - 2	Chapter – 6 Chapter – 7		
15	2	plant size and economies of scale, learning curves, minimising cost internationally	Book – 1 Book – 2	Chapter – 5 Chapter – 7	--	--

16	1	The new economies of scale, logistics of supply chain management	Book – 1 Book - 2	Chapter – 6 Chapter – 7		
17	2	Cost-volume-profit analysis and operating leverage, empirical estimation of cost functions.	Book – 1 Book – 2	Chapter – 5 Chapter – 9	1	--
18	1	Market structure and degree of competition, perfect competition,	Book – 1	Chapter – 5	1	--
19	1	Competition in the global economy,	Book – 1 Book - 2	Chapter – 7 Chapter – 8		
20	2	Monopoly, monopolistic competition	Book – 1	Chapter – 13	--	1
21	1	Oligopoly and market concentration,	Book – 1 Book – 2	Chapter – 12 Chapter – 13	--	--
22	2	Oligopoly models, profitability and efficiency implications of oligopoly,	Book – 1	Chapter – 14	--	--
23	1	The sales maximisation model, the march of global oligopolists.	Book-2	Chapter – 13		
24	1	Pricing of multiple products ,price discrimination	Book – 1	Chapter – 13	--	1
25	1	International price discrimination and dumping	Book – 1	Chapter – 16	1	--
26	1	Transfer pricing,	Book – 2	Chapter		

		pricing in practice.		- 16		
27	1	Emerging trends in Managerial Economics- Emerging trends in Managerial Economics during COVID-19.	Notes	Web Notes		
Total	40				10	15



CENTRAL UNIVERSITY OF HIMACHAL PRADESH

[ESTABLISHED UNDER THE CENTRAL UNIVERSITIES ACT 2009]

PO BOX: 21, DHARAMSHALA, DISTRICT KANGRA - 176215 (HP)

www.cuhimachal.ac.in

Course Code: MGT 621

Course Name: Qualitative Research

Credits: 4

Course In-charge and Contents designed by: Dr Manpreet Arora

Programme: Course work Ph.d

Year of Introduction and Improvement: 2018

Credits Equivalent: 4 Credits (One credit is equivalent to 10 hours of lectures / organised classroom activity / contact hours; 5 hours of laboratory work / practical / field work / Tutorial / teacher-led activity and 15 hours of other workload such as independent individual/ group work; obligatory/ optional work placement; literature survey/ library work; data collection/ field work; writing of papers/ projects/dissertation/thesis; seminars, etc.)

Course Objectives:

The course is designed to:

- To enable the students to consider the nature of Qualitative Research and equip them to understand its theory and design.
- To make them understand various tools of Qualitative Research
- To help them learn the peculiarities of thesis and research paper writing.

Attendance Requirements:

Students are expected to attend all lectures in order to be able to fully benefit from the course. A minimum of 75% attendance is a must failing which a student may not be permitted to appear in examination.

Evaluation Criteria:

Mid Term Examination: 25%

End Term Examination: 50%

Continuous Internal Assessment: 25%

Library Work Assignment: 5%

Subjective Assignment: 5%

Quizzes/Games/Puzzles: 5%

Personality Assessment: 5%

Live Projects: 5%

Course Contents:

UNIT - I: An overview of Qualitative Research (8 Hours)

- Premise for using Qualitative Research Methods
- Limitations of Quantitative Research
- History of Qualitative Research
- Distinguishing Qualitative and Quantitative Data Methods
- Approaches to Qualitative Research
- Ethics in Qualitative Research

UNIT - II: Qualitative Research: Theory and Design (12 Hours)

- Using the Existing Literature

Suggested Extra Readings:

1. Merriam, Sharan B. *Qualitative Research and Case Study Applications in Education. Revised and Expanded from " Case Study Research in Education."*. Jossey-Bass Publishers, 350 Sansome St, San Francisco, CA 94104, 1998.
2. Morehouse, Richard E., and Pamela Maykut. *Beginning qualitative research: A philosophical and practical guide*. Routledge, 2002.
3. Silverman, David, ed. *Qualitative research*. Sage, 2016.
4. Glaser, Barney G., and Anselm L. Strauss. *Discovery of grounded theory: Strategies for qualitative research*. Routledge, 2017.
5. L BERG, B. R. U. C. E. "Qualitative research methods for the social sciences." (2001).
6. Malterud, Kirsti. "Qualitative research: standards, challenges, and guidelines." *The lancet* 358.9280 (2001): 483-488.